RISK & OPPORTUNITIES MANAGEMENT STRATEGY FOR 2012/15

A practical guide to Risk and Opportunity Management in North Hertfordshire District Council

December 2012

CONTENTS

1   INTRODUCTION & PURPOSE

1.1   The purpose of the Risk & Opportunities Management Strategy is to provide a framework to define how risks and opportunities will be handled within North Hertfordshire District Council. It provides information on roles and responsibilities and processes and procedures. It sets the context in which risks are managed, in terms of how they will be identified, assessed, managed and reviewed.

1.2   In order to reflect the fact that the Council sometimes has to take risks in order to evolve and achieve its priorities the definition of risk is "**Something that may have an impact on the achievement of our objectives. This could be an opportunity as well as a threat**."

1.3   NHDC's approach to risk management has been developed to support the key requirements of good corporate governance:-

Openness & Inclusivity: Our approach to managing risks will be open and transparent and blame will not be attributed if decisions made in good faith turn out to be the wrong decisions. Officers, Members, partners, members of the public and outside organisations have access to information on our current risks and opportunities and how we are managing them. Risk management supports and enhances our decision making process and all Committee reports include information on the risks and opportunities in taking or not taking a recommended course of action.

Integrity: The control environment which includes risk management, supports the integrity of the Council. The risk management framework is key to taking informed decisions and continued service delivery.

Accountability: There is clear accountability for our risks. This includes the risk section in committee reports; an annual Governance Statement, approved by the Finance, Audit and Risk Committee and included in the Council's Annual Accounts; an annual report to Council on risk management; and the regular internal and external audit inspections of our risks.

1.4   NHDC expects its officers and councillors to have a level of understanding of how risks and opportunities can affect the performance of the Council thereby ensuring we achieve our priorities and to regard the management of risk as part of their everyday activities.

1.5   The Risk & Opportunities Management Strategy is an essential element of strategic planning. NHDC has clear long-term goals and plans to achieve them. The Risk & Opportunities Management Strategy is seen as sitting under the broader umbrella of the 'Priorities for the District'.

1.6   The Council's key partners and contractors must have their own risk management plans to suit the particular circumstances of their business and their key stakeholders. The Council has major shared objectives with its partners and the principles of our approach to risk will guide how we seek to tackle these objectives in a joined-up way. Wherever practicable, joint Risk Registers are put in place with key partners/contractors.

1.7   So that it can manage and demonstrate how well it has embedded risk management, the Council undertakes a regular review of the implementation of the Strategy across the organisation. This includes a review of the implementation of the risk management strategies of it's key contractors and partners.

1.8   The Chief Executive and Leader of the Council have signed a Risk & Opportunities Management Policy Statement. This demonstrates how critical the Risk Management process is to the Council.

2   OBJECTIVES, PRINCIPLES & IMPLEMENTATION

Corporate Governance

2.1   NHDC's Local Code of Corporate Governance includes risk management as one of the six key areas:-

- Focusing on the purpose of the authority, on outcomes for the community and creating and implementing a vision for the local area.
- Members and officers working together to achieve a common purpose with clearly defined functions and roles.
- Promoting values for the authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour.
- **Taking informed and transparent decisions which are subject to effective scrutiny and managing risk.**
- Developing the capacity and capability of members and officers to be effective.
- Engaging with local people and other stakeholders to ensure robust public accountability.

The Chief Executive and Leading Member must satisfy themselves that NHDC has effective corporate governance arrangements in place so that they can sign and publish an Annual Governance Statement with the annual accounts. A solid risk management framework is an essential element of this.

Aim and Objectives

2.2   The purpose of the Risk & Opportunities Management Strategy is to provide a framework to drive forward embedding of risk management throughout the Council, in our activities and partnership arrangements. This framework defines how risks and opportunities will be handled within North Hertfordshire District Council.

2.3   The Risk & Opportunities Management Strategy does not mean NHDC is required to take greater risks, but rather it enables the Council to have a better understanding of the risks and opportunities it faces and how they can be best managed or exploited. By employing these techniques we have become risk aware rather than risk averse.

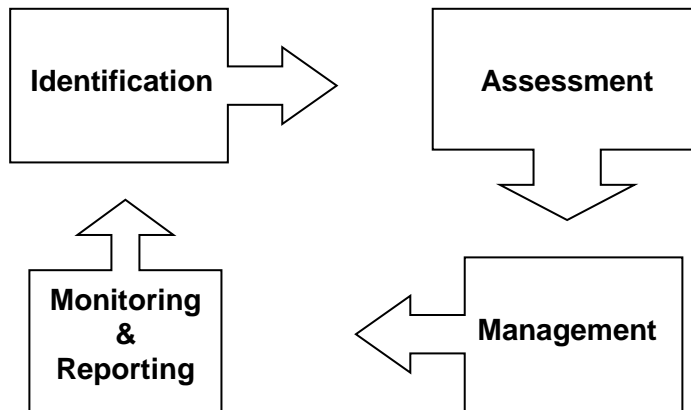2.4   Hence the objectives of the Risk & Opportunities Management Strategy are to:-

- Ensure that the Council achieves its objectives and is not overly risk averse
- Integrate risk management into the culture of NHDC
- Manage risk in accordance with best practice
- Anticipate and respond to changing social, economic, environmental and legislative requirements
- Prevent injury, damage and losses and reduce the cost of risk
- Raise awareness of the need for risk management by all those connected with the Council's delivery of services including our partners and contractors

2.5   Good risk management supports and enhances the decision making process, increases the likelihood of the Council meeting its priorities and enables it to respond quickly to new pressures and opportunities. Managers need to consider risk management as an integral part of their job and the Senior Management Team and Cabinet must keep the Top Risks faced by NHDC under regular strategic review.

Principles

2.6   There are four key principles to risk management that underpin the strategy:-

- Identification
- Assessment
- Management
- Monitoring and reporting

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Each of these key principles is described in subsequent sections.

Implementation

2.7   The Strategy includes a timetable thereby setting measurable targets.

2.8   The Performance & Risk software used by NHDC, Covalent, is used to record and monitor the Council's Top Risks and Risk Register . This Strategy is also on the intranet.

2.9   The Council has both a Senior Officer and Member Risk Management Champion. They facilitate risk management awareness and improvement at both senior management and Member level.

2.10   Training is provided to new Service Managers, appropriate staff and Members to promote the awareness and understanding of risk management throughout North Hertfordshire District Council. Guidance is provided to all in respect of their responsibilities in respect of risk management.

3   IDENTIFYING RISKS & OPPORTUNITIES

3.1   Heads of Service, Corporate Managers, Strategic Directors and the Chief Executive are asked to consider the key risks to their services as they affect delivery of the Council's priorities. The Council's short and medium term priorities are :-

- Living within our means to deliver cost effective services
- Working with local communities
- Protecting our environment for our communities

In the longer term, the Council is working with its strategic partners to deliver the vision of North Hertfordshire as "a vibrant place to live, work and prosper". Understanding and being aware of the Council's priorities is a critical component to identifying and managing the Top Risks.

3.2   Service Managers have to identify threats to service delivery/performance in their own work areas, when undertaking projects, letting contracts, formulating or introducing new policies and engaging in partnership working. These are recorded on the Risk Register.

3.3   Managers update Covalent to identify a risk or opportunity. It is important that Managers use the Council's adopted description of risk "Something that may have an impact on the achievement of our objectives. This could be an opportunity as well as a threat". The threats and opportunities need to be adequately described and the consequences considered. There may be a downturn or improvement in a relevant performance indicator and the quality of service received by the Council's customers.

3.4   Managers are required to consider the aims of any project/ procurement/ change to service delivery / performance / partnership / policy and to record this as the 'opportunity'. The risks in delivering this opportunity should then be considered.

3.5   To assist managers in considering the scope of the risk to service delivery certain risk categories are used. These are sometimes the source of the risk and the impacts may then be seen on service delivery, finance, reputation and people:-

Strategic	Failure to deliver a key priority.
Operational	Risks that relate to the delivery of the service – specifically around day to day work.
Information	Risks that relate to loss or inaccuracy of data, systems or reported information and appropriate transfer & sharing of data.
Reputation	Risks that relate to the Council's brand or image, loss of public confidence.
Financial	Risks that relate to losing monetary resources or incurring unacceptable liabilities (including losses by fraud or corruption).
People	Risks associated with employees, management and to the well being of the public, stakeholders & partners. Opportunities to demonstrate targeted service delivery, or increased opportunity for minority groups in the local community.
Regulatory	Risks related to the regulatory environment, non-compliance.

For example the consequences of loss of office accommodation due to a fire would impact on service delivery (Operational), records would be destroyed (Information) and employees could be

injured (People). This is clearly a very simplistic example and the consequences would be considerably worse to those services providing an essential service to the public.

3.6   Managers need to be alive to the general type of external risk which could affect service delivery for example:-
- Worldwide events: global recession, rises in fuel availability & prices, political, social and environmental upheaval.
- Changing public expectations to public sector services and an increasingly litigious and compensation-driven response to perceived failures in the provision of public sector services.
- The expansion of e-government, and opportunity for 'self access' in the way we work and serve the community.

The approach we take to risk management should be flexible enough to accommodate new and previously unforeseen risks.

3.7   The successful delivery of the District's vision depends on our strategic partners (such as the Police, the County Council, business and health partners). It is important that we look beyond the boundary of NHDC to identify risks or indeed opportunities offered to the achievement of our vision from our partnership, community and voluntary sector working.

3.8   Managers have to be careful to distinguish between a *risk* and an *issue*. A risk is something that might not occur but an issue is already happening or is 100% certain to happen. It is important to consider what the risk is, why it can arise and what the consequences might be.

3.9   Once a risk has been identified it will be entered onto Covalent as a Risk Register or Top Risk entry. The Risk Register is a central register mainly of the operational risks provided by each service manager. The Top Risks are cross cutting risks that services are facing, risks that may affect delivery of the priorities or key projects that the Council has to deliver or key partnerships that the Council has entered into.

3.10   The identification of risks is an on-going task and everyone has a part to play. It is not the Risk & Performance Team's responsibility; the identification of new risks has to be undertaken by Managers. Existing risks on the Risk Register have to be regularly reviewed by Managers. The Risk & Performance Team and the Risk Management Group provide advice and support to Managers.

3.11   Corporate Managers and Heads of Service, are required to sign an Assurance Statement that confirms that they have identified the principal threats to their service delivery, projects, policies, funding and partnerships on the Risk Register and put in place control arrangements to manage/mitigate their impact. Signing this statement also requires the manager to state that the control arrangements they have in place have worked effectively over the period of their existence.

4   ASSESSING RISKS & OPPORTUNITIES

4.1   It is important that managers adopt a consistent approach to enable the management of risks to be prioritised.

4.2   The probability of the event occurring needs to be expressed using the following categories:-

| 1. Low	The event is unlikely to occur within the next 12 months.
2. Medium	The event will occur on more than one occasion (2 to 3 times) within the next 12 months.
3. High	The event will occur on numerous occasions (4 or more times) within the next 12 months

The example of a fire in office accommodation would have a low probability score of 1.

4.3   The effect of the threat being realised is expressed by using the following descriptions:-

1. Low	Consequences will not be severe and associated losses will be small Negligible affect on service provision but may have a more significant cumulative affect if action is not taken Minor injury (first aid) Minimal reputation damage (local press article) Minor damage to local environment Low financial loss –up to £10,000 Delivery of project delayed by weeks No impact on stakeholders
2. Medium	Will have a noticeable affect on services Will cause a degree of disruption to service provision and impinge on budgets Injury (external medical treatment required) Coverage in national tabloid press Moderate damage to local environment Medium financial loss £100,000 Delivery of project may be delayed by months Some impact to stakeholders
3. High	Can have a catastrophic affect May result in significant financial loss or major service disruption or significant impact on the public Serious injury or loss of life Extensive coverage in national press/national TV item Major damage to local environment Major financial loss exceeding £100,000 Delivery of project no longer attainable Significant impact on stakeholders

The office fire example would have a high impact score of 3.

4.4   Managers need to consider the worst thing that can happen/the benefits of taking an opportunity.

Event > Consequence > Impact (on/to)
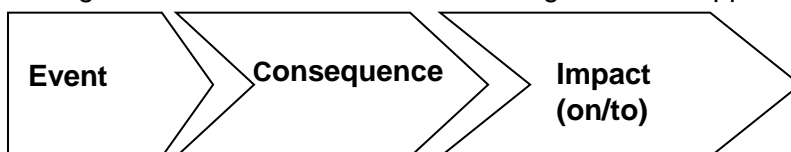
Typical risk phrasing is
Loss to…
Failure of……

Failure to…..   leads to……. resulting in…..
Lack of……
Partnership with……
Development of ……

4.5   Both the positive and negative effect should be looked at and managers should consider 'what would happen if we don't'. This will help us become more confident with risk taking and exploiting opportunities.

4.6   As we are trying to predict and describe future events it is recognised that there is a degree of uncertainty in our assessments. The Risk & Performance Team and the Risk Management Group will review the probability and impact scores to maintain a consistent approach throughout NHDC.

4.7   The risks can be plotted on a risk matrix so that we can concentrate efforts on managing those that are most important. The Council uses the risk matrix below with priority being given to reducing the risks with a score of 7 or more:-

RISK MATRIX

	3	**4**	**7**	**9**
LIKELIHOOD	2	**2**	**5**	**8**
	1	**1**	**3**	**6**
		1	2	3

IMPACT

4.8   The risks & opportunities assessed by Managers on Covalent are fed into Service Risk Reports that are automatically updated by Covalent on at least a monthly basis. All users of Covalent can view risks and the management of them.

4.9   The Risk Management Group will review and make recommendations to Senior Management Team on the Council's Top Risks taking into account the short and medium term priorities.

4.10   The Senior Management Team will review the Risk Management Group's recommendations including consideration as to whether the risk needs to be referred to Cabinet. These Top Risks are referred to the Finance, Audit and Risk Committee.

4.11   The Council's risk appetite is the level of risk that the Council is prepared to tolerate without putting in place further mitigation or controls. Although this is normally be a risk matrix score of 7 or above it will depend on the individual circumstances. It may well be that the opportunities exceed the risk. For example changes to a service may affect operational delivery in the short – term and impact on the Council's reputation. These short-term risks may however be worth accepting to deliver greater benefits - such as the closure of Hitchin and Letchworth Museums and the refurbishment of Hitchin Town Hall to provide a new District Museum and enhanced community facility. This will lead to a reduction in revenue expenditure "living within our means to deliver a cost effective service" whilst by working with Hitchin Town Hall Ltd the Council is demonstrating how it is "working with local communities".

5   MANAGING RISKS & OPPORTUNITIES

5.1   Not all risks can be eliminated but they can be reduced and/or the effects can be planned for. Understanding how exploiting/managing an opportunity will help achieve objectives.

5.2   The following five general approaches are used by the Council in managing our risks:-

- **Transfer -** This might be done by use of insurance (to transfer the financial cost), or by contracting out some of our services (this transfers some but not all of the risks and will create different ones). The Council transferred the risk of managing the markets and the service is now operated by Hitchin Market Ltd and Royston Town Council.

- **Tolerate -** It may not be practical or cost effective to take effective action against some risks. In this instance the risk should be monitored to ensure the probability or impact does not change.

- **Treat -** Most risks will be in this category. This will involve putting in place a series of mitigation actions to contain the risk at an acceptable level. It will include contingency planning to describe what action needs to be taken if a risk becomes an issue.

- **Terminate -** This involves quick and decisive action to eliminate a risk altogether. It is unlikely that the Council will be in a position to terminate the provision of a service.

- **Taking an Opportunity -** This is an option to be considered whenever tolerating, treating or transferring a risk. Sometimes when exploring projects, partnership working etc savings can be made/ improvements to methods of service delivery can be achieved. It may also be that a scheme working with a local community group increases engagement with and opportunity for the development of employees or volunteers from the local community.

5.3   In completing/updating the Risk module on Covalent, managers will describe existing and additional activities to manage the risks including contingency plans to be followed in the event of the threat materialising.   The action needs to be described using SMART (specific, measurable, achievable, realistic and timely) objectives and is recorded on Covalent. The nominated Officer with responsibility for the action is named and a target date for completion set.

5.4   The cost of the planned actions need to be established and, wherever possible, should not exceed the cost of the risk that they are mitigating.   Cost may be identified as additional funding requirements or in redeployment of staff resources. Consideration of the costs linked to a risk or opportunity should be included in the Corporate Business Planning process. The costs associated with dealing with any risk should it materialise are assessed and provision is made in the Council's Reserves.

5.5   The actions to mitigate the risk on Covalent enables the progress in managing the risk to be monitored. It is possible to identify if the actions are not completed on time and/or what level of progress has been made in completing the action.

5.6   It is recognised that any risk can suddenly be realised and become a critical issue, even those assessed as having a low probability. The assessments could have been wrong and circumstances might change before we have had a chance to respond or review the risk. By having considered the risk when it is identified we should consider in advance what action to take if a risk develops.

6   MONITORING & REPORTING

6.1   Appropriate and effective reviews and reporting arrangements reinforce and support our risk management processes. They allow adequate and accurate performance information to be passed to risk owners, senior managers, the Senior Management Team (SMT) and Members.

6.2   Due to the dynamic nature of risk management each service manager is expected to conduct a review of their risks on Covalent at least once per annum or more frequently should circumstances change. These reviews should consider any new risks not previously recorded, whether existing risks are still relevant, what progress has been made in managing them, whether the impact and probability assessments need reviewing and whether or not any additional controls have either been put in place or need to be actioned.

The Risk Register

6.3   The Risk Register entries on Covalent are the basic building block in our strategy. The Risk Owner should review it at least once a year and the system generates reminder emails to managers.

6.4   Covalent has been set up to automatically generate updated reports on the Risk Register each week. This report is available to all.

6.5   The Risk Management Group reviews new risks and any lessons learned when risks are deleted from the risk register (particularly in relation to projects). This includes a consideration of the residual risks.

6.6   Covalent requires managers to assess the risk as it stands and to set a date when the risk should be reassessed. The system enables progress on mitigating any unacceptable risks back to an acceptable level to be monitored.

6.7   The Risk Matrix is used to plot the risks and to enable Heads of Service or Corporate Managers to prioritise risk management activities that need to be undertaken to mitigate risks.   This risk information feeds into the Corporate Business Planning process.

6.8   The Risk Register also provides an understanding on how exploiting or managing an opportunity can help achieve priorities.

The Top Risks

6.9   The Top Risks facing the Council are those that cut across the delivery of all services, key projects and those that will effect the delivery of the Council's priorities. They are the responsibility of the Senior Management Team and Cabinet (dependent upon their nature). Cabinet ensure the Top Risks are managed appropriately.

6.10   The Lead Officers are the project managers for managing the risk. Lead members are the appropriate Portfolio Holder.

6.11   The Top Risks are discussed at the Risk Management Group and any significant changes considered by the Lead Officers are included in the reports to SMT.

6.12   After consideration by SMT, the Top Risks are reported to the Finance, Audit & Risk Committee four times a year.

6.13   The Finance, Audit & Risk Committee monitors the effective management of risk by the Council. It agrees the Strategy and processes put forward by officers as well as the priorities for action.

6.14   The Finance, Audit & Risk Committee refers any amendments to Cabinet Top Risks and the Risk & Opportunities Management Strategy to Cabinet. The Risk Management Policy is referred to Council.

6.15   The changes to the Top Risks throughout the year are summarised in the annual report to full Council.

Risk Management Group

6.16   The Risk Management Group seeks to focus and co-ordinate risk management activities throughout the Council by facilitating the identification, evaluation and management of all essential risks. It provides advice and support to all service managers and Members. The Group reviews the reports to SMT and the Finance, Audit & Risk Committee.

6.17   The Group has Terms of Reference and meets on a regular basis – at least four times a year.

6.18   The Group challenges the Lead Officers for the Top Risks on their assessment and management of the risk. It also reviews any new risks added to Covalent and challenges the need for them to be incorporated in the Risk Register.

6.19   The Group reviews learning from completed projects and risks deleted from the risk register including whether or not residual risks remain acceptable.

Committee Reports

6.20   The standard Committee Report template requires report writers to address the risks and opportunities raised in their report under the Risk Implications**.** This enables Members to be fully aware of the risks and opportunities they are taking when agreeing recommendations.

Annual Report

6.21   The full Council receives an annual report on risk management from the Member champion.

7   ROLES & RESPONSIBILITIES

7.1   Officers, Members, Contractors and Partners all have a part to play in risk management. Not everyone can be involved in managing and reporting on risks but all can be involved in identifying and assessing risks. There needs to be clarity, however, in terms of 'who does what'.

Everyone

7.2   If a Member or officer becomes aware of a risk that has not already been identified and recorded this should be discussed with the relevant Service Manager. There may be no need to record the risk or take any action – it may be possible to manage the risk and eliminate it immediately. If it cannot be managed satisfactorily it should be directly input onto Covalent by the Service Manager.

Service Managers

7.3   Service Managers should identify and assess the risks that threaten service delivery or the achievement of the Council's priorities. New risks should be directly input onto Covalent. Formal reviews should occur at least once a year or more frequently if necessary. Managers are accountable for managing their risks by putting actions in place to treat, terminate or tolerate the identified risk.

Risk Owners

7.4   Each Risk identified on the Risk Register has a corresponding Risk Owner. This is the Officer who can ensure effective action is taken to tackle that risk. The Risk Owner is responsible for checking the quality of data recorded on Covalent. They will oversee the controls already in place and will review the proposed contingencies and develop additional actions as required.

Risk Management Champions

7.5   The Head of Finance, Performance and Asset Management and the Finance Portfolio Holder jointly champion and facilitate risk management awareness and improvement at senior management and member level for embedding risk management throughout the Council. The Member Champion is responsible for presenting the annual risk management report to Council.

Performance & Risk Manager

7.6   The Performance & Risk Manager oversees the implementation of the Risk & Opportunities Management Strategy on behalf of the Council. This Officer:
- Analyses issues and offers options and advice
- Supports decision making and policy formulation
- Provides support in the risk identification and analysis process
- Provides support in prioritising risk mitigation action
- Provides advice and support in determining risk treatments

Shared Internal Audit Service (SIAS)

7.7   SIAS has an integrated role in the Risk Management Strategy. It aims to focus audits on areas of risk and provide an independent opinion on the Council's Risk & Opportunities Management Strategy.

Risk Management Group

7.8   The objective of the Group is to oversee the Risk Management Strategy. It adds value to the risk management process by:
- Advising & supporting the SMT on risk strategies
- Identifying areas of overlapping risk
- Driving new risk management initiatives
- Communicating risk management and sharing good practice
- Providing and reviewing risk management training
- Regularly reviewing the risks recorded on Covalent
- Coordinating the results for risk reporting

Senior Management Team

7.9 SMT takes a leading role in identifying and managing the risks and opportunities facing the Council. SMT agrees the Risk & Opportunities Management Strategy and is responsible for identifying and assessing the Top Risks. SMT has direct responsibility for managing the Top Risks. SMT will oversee reports to Members on risk management.

Finance, Audit & Risk Committee

7.10 The Finance, Audit & Risk Committee oversees the effective management of risk by the Council by receiving and considering the Top Risks and risk management reports. Any changes to the Top Risks are referred to Cabinet. The Chairman provides an assurance on the risk management framework in an annual assurance statement.

7.11 The Finance, Audit & Risk Committee provides assurances on the annual governance statement and recommends its signature to the Leader of the Council and Chief Executive.

Cabinet

7.12 Cabinet is responsible for ensuring the highest level Top Risks facing North Hertfordshire District Council are managed. This may be through relevant interaction with Portfolio Holders and Heads of Service/Corporate Managers. The Top Risks are referred to them by the Finance, Audit and Risk Committee and may require additional resources to effectively manage the risk.

7.13 Cabinet also oversees the effective management of risks by officers through Portfolio Holders liaising with Senior Officers and gets involved in the identification of high level, strategic risks when necessary.

7.14 The Cabinet approves the Risk and Opportunities Management Strategy.

Full Council

7.15 Council approves the Risk Management Policy.

7.16 The full Council is to receive an annual report on risk management. All Members should have regard to risk management implications in their decision making.

Lead Officers

7.17 Lead Officers are identified on the Top Risks facing the Council. Their role is to act as Project Managers for the top risk nominated to them. The Top Risks are the responsibility of the Senior Management Team to manage and for the Cabinet (via Portfolio Holders) to provide a strategic input and direction.

Lead Members

7.18 Lead Members are identified on the Top Risks facing the Council and are normally the relevant Portfolio Holder. Their role is to oversee the management of the Top Risk nominated to them.

Partners/Contractors

7.19 Contractors and Partners are included in the Risk & Opportunities Management Strategy for NHDC. The risk appetite for both contractors and partners should be considered prior to engaging into contracts or partnerships. Ideally a joint Risk Register should be in place for significant contracts and partnerships. In order to achieve the Council's priorities, Client Officers/relationship managers should implement an ongoing review of risks jointly with appropriate contractors/partners. Contractors and Partners should be able to demonstrate that they have resilient business continuity plans in place.

8   TIMETABLE FOR 2012/15

8.1   The Council now has an embedded Risk Management process as outlined in this Strategy.

8.2   The following timetable outlines the key risk management activities for 2012/15:-

Task	By Date	Responsible parties
Formal review of risks by Service Managers	Once a year or more frequently if necessary	Service Managers
Corporate Business Planning – consideration of resources to mitigate risks and the Top Risks that may impact on General Fund balances	November to February	Heads of Service, Service Managers
Risk Management reports on the review of the Top Risks to Senior Management Team	Nov Jan May Aug	P & R Manager Risk Management Group
Risk Management reports on the review of the Top Risks to the Finance, Audit and Risk Committee	Dec March June Sept	P & R Manager Risk Management Group
Annual risk management report to full Council	June	Finance Portfolio Holder (Member Champion)
Risk Management training for Officers	As required (new starter)	P & R Manager
Programme of review of risk entries on Covalent with Managers	March 2014	Performance & Risk Team
Review of Risk Management Group Terms of Reference	November 2012	Risk Management Group
Review Risk & Opportunities Management Strategy	November 2015	Risk Management Group
Update Strategy on intranet and put message on Message Board.	December 2015	P & R Manager
Prepare Assurance Statements	February	Heads of Service, Corporate Managers, Chairman of FAR Committee
Prepare Annual Governance Statement	April	Senior Management Team