Risk and Performance Management Group Terms of Reference

Introduction

Following the endorsement of a Risk & Opportunities Management Strategy and Policy, North Herts Council established a Risk Management Group (RMG) as part of its corporate governance arrangements. The development of a new Council Delivery Plan, linking risks to projects and performance indicators, further increased the remit of the Group to cover Performance alongside Risk. The Groups name will change to the Risk and Performance Management Group (RPMG) to reflect this change.

Purpose

To operate under terms of reference that address the Senior Leadership Team's approved Risk Management Framework and Performance Management Framework

Membership

Representatives on the RPMG are managers (see structure) with strong operational knowledge of the Authority's functions who are committed to process and service improvement. The RPMG can invite other Officers including support functions (such as Finance, Legal, Human Resources) to attend meetings to provide information or give advice and support. A standing invite is also extended to members of the Overview and Scrutiny and Finance, Audit and Risk Committees. Representatives will:

- Attend meetings.
- Implement the terms of reference of the group.
- Consult other parties as required.
- Communicate the activities of the group.

Authority

The RMG is authorised by the Senior Leadership Team to carry out any activities within its approved terms of reference.

Structure
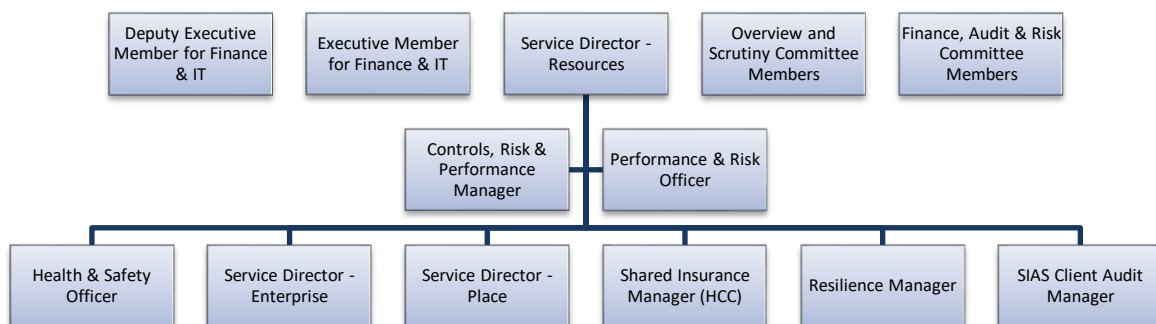
Duties

The objective of the RPMG is to oversee North Herts Council's Risk and Performance Management Frameworks. The RPMG seeks to focus and coordinate risk and performance management activities throughout the Authority to facilitate the identification, evaluation and management of all key risks and opportunities which may impact on the Council's ability to deliver its Council Plan objectives. In order to achieve this, the following responsibilities have been set:

1. **Maintain risk and performance management as part of the culture at North Herts Council**

   - Maintain the mechanism for risk management to be discussed and disseminated across the Authority.
   - Present a comprehensive register of projects and risks to the Senior Leadership Team and the Overview and Scrutiny Committee at least four times a year.
   - Provide an update on the effectiveness of the Risk Management Governance arrangements to the Finance, Audit and Risk Committee at least twice a year.
   - Support the Controls, Risk & Performance team to effectively implement the Risk Management Framework and the Performance Management Framework, including reviews of risk and performance management training.
   - Ensure actions required are given the appropriate level of support and priority.
   - Ensure risk identification and actions are included as part of the Corporate Business Planning process.
   - Continuously monitor the Risk Register to ensure timely compliance with remedial action and the identification of overlapping risks.
   - Ensure Members are involved in the risk and performance management process.
   - Provide advice and support to Officers and Members.

2. **Targets**

Targets	By Whom	Dates
Update individual risks on the Risk Register	Risk Owners/ Service Managers	In line with the frequency set out in the Risk Management Framework, which is determined by the assessed risk level
Identify and assist in prioritising the Corporate Risks and Projects included in the Council Delivery Plan, for consideration by Senior Leadership Team, the Overview and Scrutiny Committee, and Cabinet	RPMG	Four times per year – November, February, May, and August
Review the Risk Management Framework and the Performance Management Framework at least every three years and in response to significant corporate changes	RPMG	November
Provide training to the Finance, Audit & Risk Committee, Members, managers, and staff	Controls, Risk & Performance Manager/ Performance & Risk Officer	Ongoing, as required or as requested
Annual Report to Full Council	RPMG/ FAR Committee/ Cabinet	May/June

3.   Report Procedures

- The Service Director – Resources/Controls, Risk & Performance Manager will present to the Senior Leadership Team and the Finance, Audit & Risk Committee a progress report on the governance of risk management at North Herts Council and the activities of the group. These reports are to be on a half-yearly basis, with an Annual Report from Cabinet to Council. Any major significant issues will be reported to Cabinet/Council as soon as possible.
- The Service Director – Resources/Controls, Risk & Performance Manager will present to the Senior Leadership Team and the Overview and Scrutiny Committee a quarterly progress report on performance against the Council Delivery Plan. Any major significant changes will be reported to Cabinet/Executive Members as soon as possible. Changes required to the base budget are reported by quarterly budget monitoring reports to Cabinet.

Risk and Performance Management Group

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Senior Leadership Team

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Finance, Audit & Risk Committee/ Overview and Scrutiny Commitee

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Cabinet

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Council (as applicable)

4.   Meeting Frequency

The RPMG will meet on no less than four occasions per year.

5.   Roles

Service Director – Resources - Chair
To chair the RPMG and to ensure meetings are held on a regular basis and the minutes are recorded accurately. To champion risk and performance management throughout the Council. To facilitate risk management awareness and improvement at senior management and Member level.

Executive Member for Finance & IT
To champion risk and performance management and facilitate risk management awareness and improvement at Member level. To present the Annual Report to Full Council.

Deputy Executive Member for Finance & IT
To facilitate risk and performance management awareness and improvement at Member level.

Controls, Risk & Performance Manager
To report to the RPMG any issues arising from the implementation of the Risk Management Framework and the Performance Management Framework To write and present the risk management reports and the Council Delivery Plan on the RPMG's behalf. To provide support and advice on risk and performance management issues.

Performance & Risk Officer
To produce the agenda, relevant reports, and the minutes for each meeting. To report to the RPMG any issues relating to the day-to-day implementation of the Risk Management Framework and the Performance Management Framework. To provide support and guidance on risk and performance management issues.

Health & Safety Officer
To report to the RPMG any issues relating to the health and safety of the Council's employees or the public from their employment or use of the Council's assets.

Service Director – Enterprise
To represent the commercial side of the organisation and to champion risk and performance management in the Enterprise Directorate.

Service Director - Place
To champion risk and performance management in the Place Directorate.

Shared Insurance Manager (HCC)
To report to the RPMG any issues or updates relating to the Council's insurance arrangements and claims. To provide the RPMG with advice and information from a wider insurance and risk perspective.

SIAS Client Audit Manager
To provide the RPMG with advice and guidance from an internal audit perspective and to highlight significant issues resulting from the internal audit process. To also provide wider insight from shared learning.

Resilience Manager
To report to the RPMG any issues relating to the Council's Business Continuity functions. To provide the group with advice and guidance from a Business Continuity perspective.

Reviewed: November 2022
Next Review: November 2023 or sooner if required