

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 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. This led to a change of name to the Risk and Performance Management Group (RPMG).

Purpose

To operate under Terms of Reference that address Leadership Team's approved Risk Management Framework and Performance Management Framework.

Membership

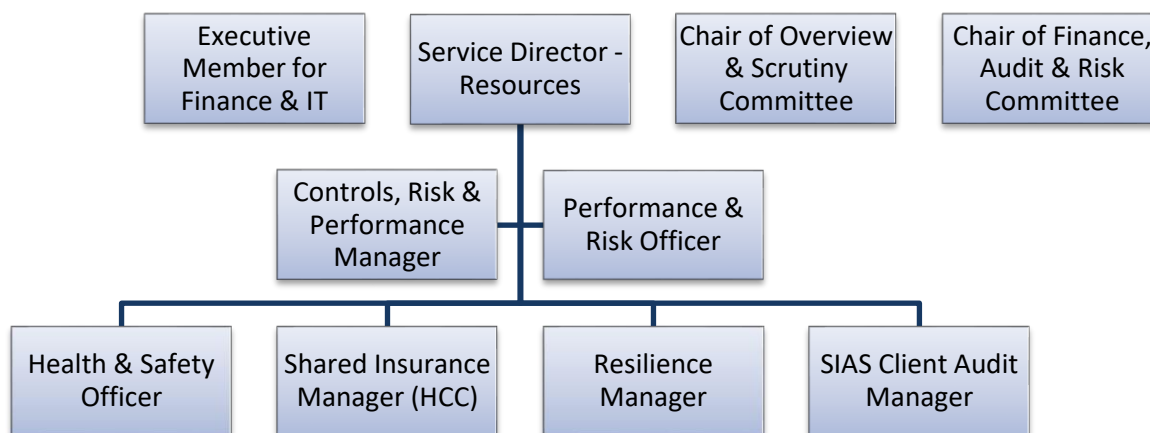
Core RPMG members are Managers and Officers with strong operational knowledge of the Authority's functions who are committed to process and service improvement, and Members fulfilling specific roles (see structure). The RPMG will invite all Service Directors to attend meetings on a rolling basis to provide an overview of key projects and challenges relating to their service areas. Each Service Director will attend at least one meeting per year, in line with the agreed rotation. Where possible, attendance will be scheduled to align with the setting of milestones or assessment of risks for key projects. Other Officers may also be invited, including support functions such as Finance, Legal, and Human Resources, to provide information or give advice and support. A standing invite is also extended to Members of the Overview & Scrutiny and Finance, Audit & 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 RPMG is authorised by the Leadership Team to carry out any activities within its approved Terms of Reference.

Core 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. 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 Leadership Team and the Overview & Scrutiny Committee at least four times a year.
- Provide an update on the effectiveness of the Risk Management Governance arrangements to the Finance, Audit & 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 Leadership Team, the Overview & 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 (when required)
Provide training to the Finance, Audit & Risk Committee, Overview & Scrutiny 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 Leadership Team and 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 Leadership Team and Overview & 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.

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4. Meeting Frequency

The RPMG will meet at least four times per year.

5. Core 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.

Chair of Finance, Audit & Risk Committee

To comment on the reports presented to highlight any issues and to provide Officers with the opportunity to make relevant changes prior to finalising the reports to Committee.

Chair of Overview & Scrutiny Committee

To comment on the reports presented to highlight any issues and to provide Officers with the opportunity to make relevant changes prior to finalising the reports to Committee.

Controls, Risk & Performance Manager

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

Performance & Risk Officer

To produce the agenda, reports, and minutes for each meeting. To report to RPMG any issues relating to the day-to-day implementation of the Risk Management Framework and

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the Performance Management Framework. To prepare Council Delivery Plan monitoring reports. To provide support and guidance on risk and performance management issues.

Health & Safety Officer

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

Shared Insurance Manager (HCC)

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

SIAS Client Audit Manager

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

Resilience Manager

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

Reviewed: May 2024

Next Review: May 2027 or sooner if required