Assessment of Scottish Borders Council's Risk Management Maturity 2023/24

Awareness & Understanding

Implementation Planned & in Progress

Implementation in all Key Areas

Embedding & Improving

Excellent Capability
Established

Leadership

Senior Management are proactive in setting clear direction and accountability to embed the application of consistent Risk Management practices; criteria and arrangements for the Council's Appetite, Capacity & Tolerance Levels; in driving implementation of improvement in Risk Management arrangements.

Reinforce risk capability to empower & encourage innovation

Strategy & Policies

There is a clear Risk Management Policy Statement and Risk Management Strategy and which are reviewed annually and improved as appropriate. This Risk Management Framework defines the structures for monitoring, review and gaining assurance about the management of risk and helps to drive the risk agenda consistently across Council services.

People

People are encouraged and supported to challenge practices, identify new ways of doing things and are generally empowered to take well-managed risks relevant to their areas of responsibility and accountability. Most people have relevant skills & knowledge to manage risks effectively and regular learning opportunities are available for people to enhance their risk knowledge and skills.

Risk competency is strengthened through awareness & learning and is linked to Service Plans

Partnerships

Approaches for addressing risk with partners are being developed and implemented but cannot provide assurances of consistency.

Risk with partners is managed consistently for key areas across the organisation. Sound Risk Management arrangements have been established and consistent oversight is in place.

Excellent arrangements in place to manage risks with all partners to improve performance and continuity

Processes

Risk management is an integral part of the organisation's core processes (policy, planning, delivery etc.) and data are collected to monitor and improve risk management performance.

Risk Management is an integrated part of all business processes (Service/Continuity Plans). Best practice approaches are applied

No Evidence

Satisfactory

Good

Very Good

Excellent

Risk Handling

Clear evidence that risks are being handled very effectively in all areas relating to the following elements: Strategic Risk Management; Decision and Policy Making; Handling of cross-cutting Issues; Review and Assurance; Planning & Target Setting; Risk Allocation; Management of Risks to Delivery and; Greater Efficiency.

Very clear evidence of excellent risk handling in all areas and that improvement is being pursued (e.g. contingency plans)

Outcomes

Clear evidence of very significantly improved delivery of outcomes and showing positive and sustained improvement relating to the following: Successful delivery of Core Services, Projects and Partnering; Achieving Planned Financial Outcomes; Positive comments from Internal & External Stakeholders.

Excellent evidence of markedly improved delivery of outcomes which compares favourably with other best practice organisations