Departmental Plan 2009/10

Improvement Department

Belfast
**part of it**

Contents

Appendices

1.0 The Improvement Team's Departmental Plan and the Corporate Planning process

The corporate plan embodies what the council intends to achieve. It sets out Members' ambitions for the city and their commitment to improving quality of life for everyone who lives in, works in and visits the city. It is based upon an assessment of need in the city, the views of residents on what the council's priorities should be and a commitment to strong political and executive leadership.

Whilst the corporate plan focuses on issues which cut across council departments it also reflects the importance of the quality of the vital services that are provided on a daily basis.
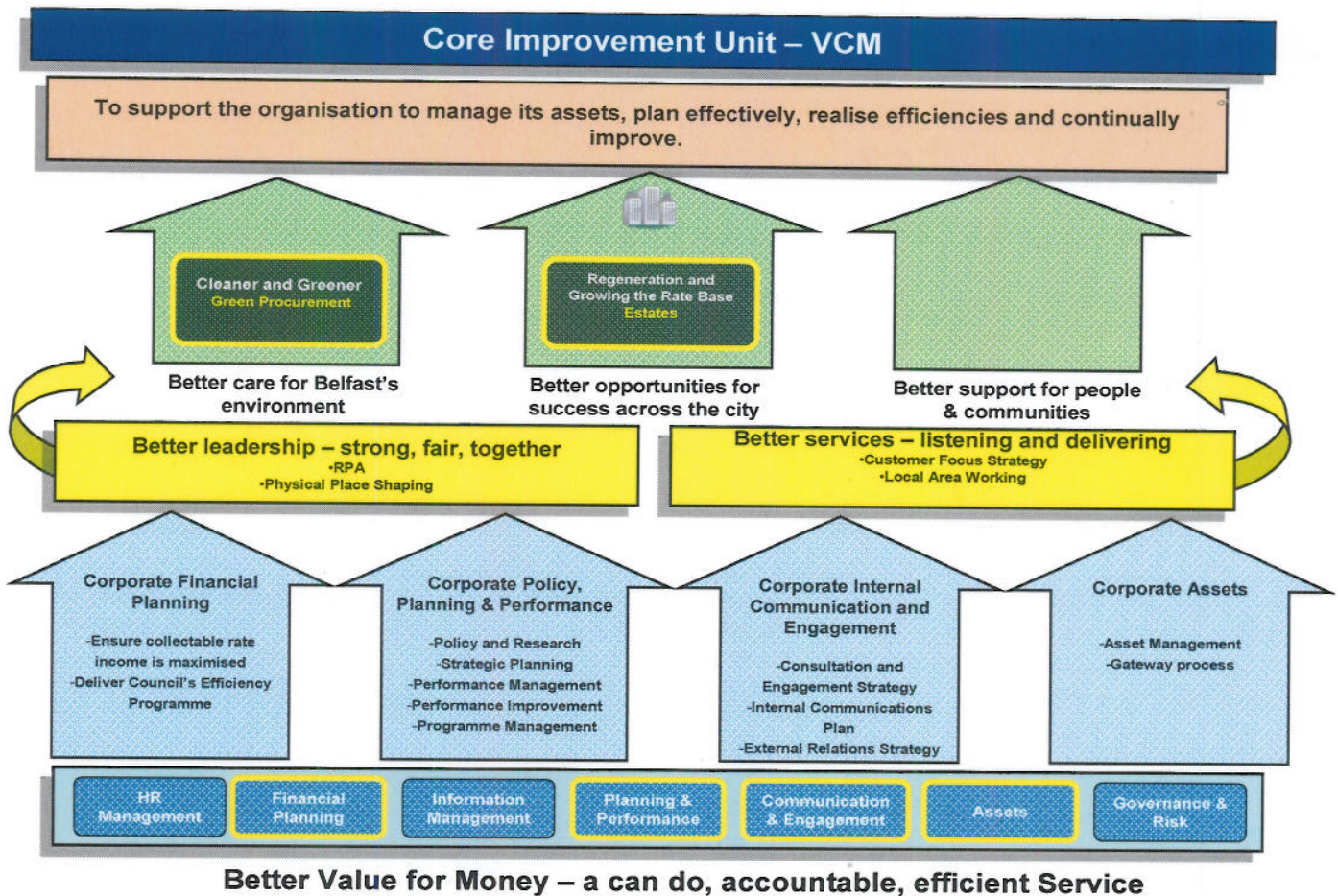
The corporate value creation map (VCM) is used to performance manage the corporate planning process, which encourages the need to work together within the council to improve quality of life and the different elements that contribute to this aim.

Corporate VCM 2009 - 2010
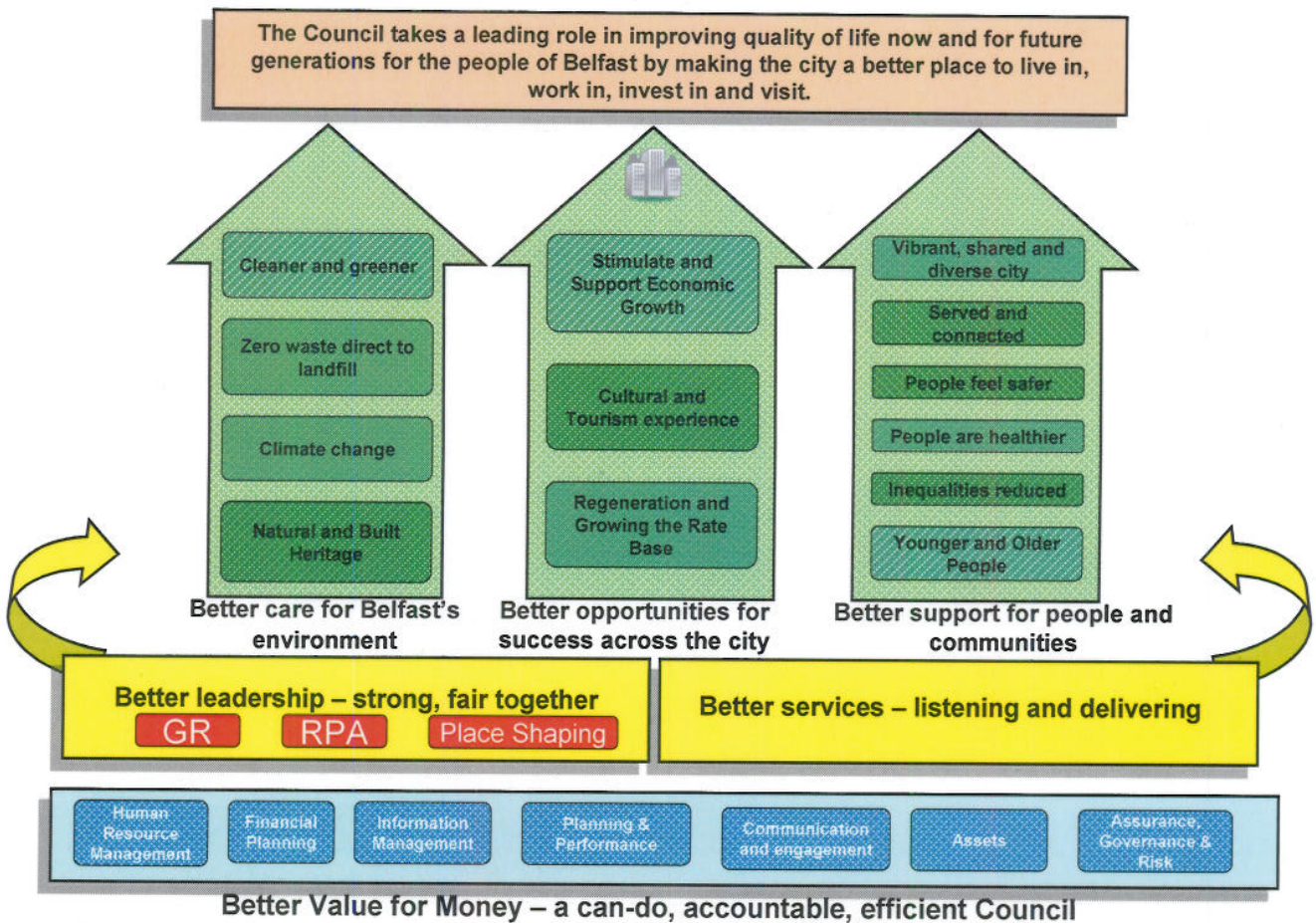
1.1 Improvement Department VCM 2009 - 2010

As a department we have aligned our key work to the corporate plan through the value creation map process, outlining in our departmental VCM the contribution we make to the different elements of the corporate plan and VCM. This enhances our departmental work as we can clearly see how we align to the corporate plan. Below is the agreed VCM for the Improvement team for 2009/10.

Core Improvement Unit – VCM

To support the organisation to manage its assets, plan effectively, realise efficiencies and continually improve.

Cleaner and Greener Green Procurement

Regeneration and Growing the Rate Base Estates

Better care for Belfast's environment

Better opportunities for success across the city

Better support for people & communities

Better leadership – strong, fair, together
·RPA
·Physical Place Shaping

Better services – listening and delivering
·Customer Focus Strategy
·Local Area Working

Corporate Financial Planning
-Ensure collectable rate income is maximised
-Deliver Council's Efficiency Programme

Corporate Policy, Planning & Performance
-Policy and Research
-Strategic Planning
-Performance Management
-Performance Improvement
-Programme Management

Corporate Internal Communication and Engagement
-Consultation and Engagement Strategy
-Internal Communications Plan
-External Relations Strategy

Corporate Assets
-Asset Management
-Gateway process

HR Management | Financial Planning | Information Management | Planning & Performance | Communication & Engagement | Assets | Governance & Risk

Better Value for Money – a can do, accountable, efficient Service

In the following sections we will provide:
- Delegated authority;
- An outline of our values and our themes;
- A summary of the key departmental achievements for 2008/2009;
- A summary of the key actions for 2009/2010 (a detailed outline of activity can be found in appendix A);
- Financial estimates for 2009/2010.

1.2 Delegated authority

Under delegated authority we seek approval for the director of Improvement to undertake the activities as outlined in section 5 and further detailed in appendix A. Quarterly progress update reports will be submitted to the council's Strategic Policy & Resources Committee.

2.0 Values

We are committed to supporting BCC to become a can-do, accountable, efficient and effective city leadership organisation. In order to do so, our staff need certain qualities that command respect and adhere to core values.

2.1 Corporate Values

In order to meet our corporate objectives and themes for 2008-2011, we need to:

- **Focus on the needs of customers, have a 'can-do' attitude, be problem solvers** – we are committed to providing first class services which are responsive to citizens needs and will continue to ensure that the Council is a place where things get done; problem solving where we can;

- **Provide value for money and improve services** – we are committed to delivering high quality, value for money services at all times and are committed to continual service improvement;

- **Work together** – we recognise that we cannot deliver everything on our own and are committed to working with our partners (e.g. political, public, private and voluntary sectors) across the city to ensure the continued success of Belfast;

- **Respect each other, be fair, promote equality and good relations** – we value the diversity of all communities in Belfast and will strive to ensure that everyone shares in the city's success. We will tackle discrimination in all its forms and treat all communities and people equally. We will work to continue to improve access to our services; and

- **Act sustainably** – we are committed to the effective and efficient use of all our resources and will promote the principle of sustainability in all our activities.

2.2 Our Values

In support of the corporate values, we will aim to be:

- **'Problem solvers not prima donnas'** – the customer comes first for a 'can-do' team and organisation;

- **'Self motivated not self important'** – think 'win win' with partners and outside BCC, we are stronger together;

- **'Assertive not aggressive'** – respect others, promote equality and good relations – understand before being understood;

- **'Agents of hope not victims of circumstance'** – continually improve as destiny is not a matter of chance but of choice;
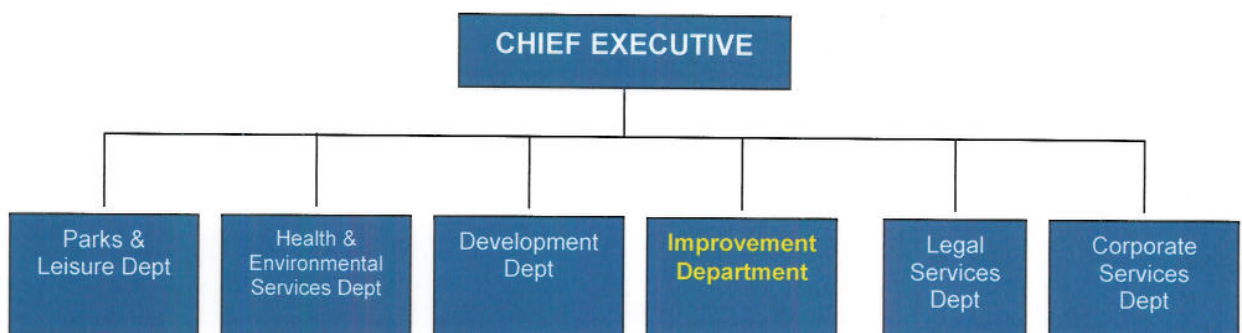
3.0 Strategic Themes

All priorities, key projects and activities have been aligned under the themes:

1. Better Leadership – strong, fair, together;
2. Better opportunities for success across the city;
3. Better care for Belfast's environment – a clean, green city now and for the future;
4. Better support for people and communities;
5. Better services – listening and delivering; and
6. Better value for money – can-do, accountable, efficient Council.

4.0   Department Structure

4.1   The Improvement Department is one of six departments, which make up the structure of the organisation
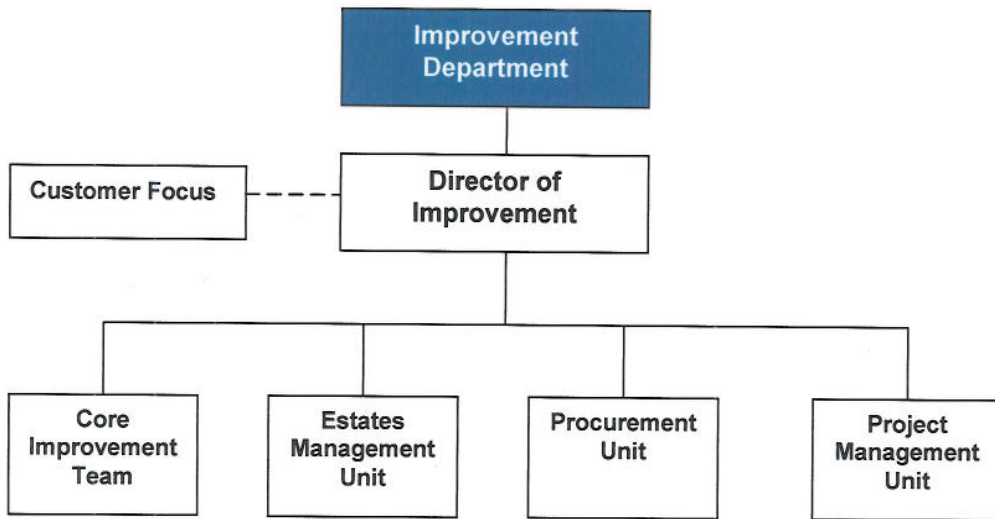
Fig 1: Council Departments

CHIEF EXECUTIVE					
Parks & Leisure Dept	Health & Environmental Services Dept	Development Dept	Improvement Department	Legal Services Dept	Corporate Services Dept

4.2 The Improvement Unit comprises:
- Core Improvement Team;
- Estates Management Unit;
- Procurement Unit;
- Project Management Unit;

Fig 2: Department Structure

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                        ┌─────────────────────┐
                        │    Improvement      │
                        │    Department       │
                        └─────────────────────┘
                                  │
┌─────────────────┐     ┌─────────────────────┐
│ Customer Focus  │-----│     Director of     │
│                 │     │     Improvement     │
└─────────────────┘     └─────────────────────┘
                                  │
        ┌─────────────┬───────────┴───────────┬─────────────┐
┌──────────────┐ ┌──────────────┐ ┌──────────────┐ ┌──────────────┐
│    Core      │ │   Estates    │ │ Procurement  │ │   Project    │
│ Improvement  │ │  Management  │ │    Unit      │ │  Management  │
│    Team      │ │    Unit      │ │              │ │    Unit      │
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5.0 Improvement Unit – Key Achievements 2008 / 2009

Better Leadership

Place – shaping – North, South, East, West framework – meetings with Members

Review of Public Administration (RPA)
- Secured and supported Council representation (both Members and senior officers) on the RPA policy development and implementation structures (e.g. Strategic Leadership Boards, Policy Development Panels and Regional Transition Coordinating Group)
- Established internal governance arrangements to take forward the implementation of the RPA process e.g. designation of RPA Transition Committee (Strategic Policy and Resources Committee) and Transition Management Team (e.g. COMT);
- Established internal programme management and support structures to drive forward the RPA process;
- Informed and shaped the policy agenda of Local Government through ongoing proactive and constructive engagement with the Northern Ireland Local Government Association (NILGA) and Society of Local Authorities (SOLACE); and
- Secured £150,000 grant funding from DoE to support the RPA transitional process.

City Investment Projects
- City Investment Fund established;
- £10 Million funding secured by BCC towards the £100 Million fund for the Titanic Signature Project (TSP);
- Connswater Community Greenway (CCG) - Infrastructure to support the delivery of CCG established and £4.2 Million of Council funding achieved;
- Funding secured for Lyric - £1.5M and Old Museum Arts Centre – £0.5M; and
- Accountability framework for key projects established.

Further projects
- City Hall refurbishment phase one complete on target;
- Ulster hall operational;
- Visitor Centre opened at the Zoo for Parks & Leisure: new entrance and visitors facility, delivered on time and within budget;
- Acquisition of Lanyon Place office space and Roselawn Cemetery extension land;
- City 3-D Model – Partnership established with University of Ulster and Harvard school of design; and
- Grove Well Being Centre operational May 2008.

Better Support for People and Communities

Key achievements

- Safer City - supported the Chief Executive;
- Children and Young People working groups; and
- Policy and planning support to thematic group.

Better Services

Key achievements

- Customer Focus Strategy developed; and
- Chartered Institute of Public Relations (CIPR) Silver award for Best Event Category for the staff 'Making a Difference' (MAD) awards.

Better Value for Money – An Organisation Fit to Lead and Serve

Key achievements

Finance

- Efficiency savings of £2.7 Million identified for 09/10;
- Integration of financial planning with business planning ongoing;
- Vacant property exercise resulted in approximately £3 Million of recovered rates; and
- Rate guidance to Members published.

Policy, Planning and Performance

- New corporate plan developed;
- Thematic corporate plan budget established of £500,000;
- Integrated policy framework developed and agreed;
- Strategic planning and performance frameworks implemented;
- Theme work programmes established;
- Performance management system procured and developed;
- 140 corporate performance indicators identified and collected;
- 16 service and departmental VCMs developed across the council – all aligned to the corporate strategy;
- 15-20 performance indicators identified for each service to enable services to manage performance;
- VCM 08/09 cascade complete;
- Ongoing policy support across the organisation on major consultation and emerging strategic issues, e.g. Bamford Review;
- Programme management framework being developed;
- Contributed to the development of the Chief Officer appraisal scheme; and
- Responded to 11 corporate consultations.

Communication and Engagement

Internal Communications

- New staff intranet (Interlink) developed and launched;

- New team brief system established and evaluation system being developed;

- Getting people connected piloted in December '08; and

- Community engagement and consultation review ongoing.

Assets

- Asset management group established and strategy being developed;

- Gateway review process – training complete and reviews being rolled out; and

- Rent reviews settlement in 08/09 resulted in an increase in the rent base by £300,000 and a windfall of £600,000.

6.0 Improvement Unit – Key Actions 2009 / 2010

Better Leadership

A key role for the Improvement Department will be to ensure that the Council is prepared to respond to and take advantage of the out workings of the RPA. The Department will also help to establish the Council's place shaping role through better use of the city's assets.

Key actions

- Co-ordinate the overall implementation and shape the outcomes of the RPA and Community Planning within the Council
- Assist with the implementation of the review of the centre recommendations
- Continue with the development of the Council's Asset Management Strategy
- Continue the implementation of the City Investment Strategy (including the development and delivery of 'big' projects and the capital programme)
- Connswater Community Greenway – achieve land assembly and reward design and build contract
- Agree a prioritised and affordable list of place-shaping projects – North, South, East, West

Better Environment

The Project Management and Estates sections within the Department will help to protect the city's natural and built heritage by promoting environmentally friendly design, sustainable site usage and the preservation of old buildings.

Key actions

- Incorporate environmentally efficient design
- Redesign the use of old buildings in the city
- Develop a BREEAM model (Building Research Establishment Environmental Assessment Model)

Better Services

A key objective within this theme is the development of a strategic approach to customer focus within all aspects of the Council's work.

Key actions

- Implement the Customer Focus Strategy
- Support the development of Local Area Working

Better Value for Money – An Organisation Fit to Lead and Serve

This theme is all about the need for the Council to link strategic and financial planning to the delivery of our objectives. As the Department responsible for aligning and co-ordinating this theme through the OFTLS Group, we will play a central role in the delivery of the efficiency programme and in ensuring that our assets and resources are used in a way which delivers improved performance and better value for money for the citizen.

Finance

- Develop a Service Level Agreement with Land and Property Services (LPS)
- Support the development and implementation of the efficiency programme
- Develop a strategic plan for procurement spend
- Fit capital expenditure within affordability limits
- Support the budget and transformation panel

Policy, Planning and Performance

- Implement the Policy Framework
- Develop the Corporate Plan update 2010/2011
- Support the VCM cascade process and the development of a thematic working approach
- Implement the Performance Management framework
- Roll-out the Performance Management System
- Support the implementation of the Accountability Framework
- Develop and implement the Programme Management Framework
- Further integrate council planning frameworks

Communication and Engagement

- Complete the development of a Consultation and Engagement Strategy
- Implement the Internal Communications Plan
- Develop an External Relations Strategy

Assets

- Implement a 'Gateway' process for capital projects
- Manage our leased assets
- Provide professional property related advice and guidance
- Develop a policy for sale and leasing of community assets
- Manage the Corporate land bank

7.0 Improvement Unit – Key Performance Indicators 2009/2010

The Department has developed the following set indicators for collection, monitoring and reporting (via the Performance Management System) throughout the 2009/2010 financial year. These indicators will be monitored frequently at departmental level and will be reported on a quarterly basis to SP&R.

Leadership
- Increase in the amount of money leveraged through the City Investment Strategy
- Construction indicators (time & budget)

Environment
- Number of Energy Performance Certificates
- £ money drawn down via grants for heritage schemes

Better Services
- Number of complaints received
- % overall residents satisfaction with services provided by Belfast City Council

HR Management
- Average number of working days per employee lost due to absence

Finance
- Growth of the rate base
- % collectable rate collected
- Procurement (% accuracy)
- Procurement (% savings)
- Procurement (% contracts in place)
- Annual revenue spend to be within 3% of budgetary totals

Policy, Planning and Performance
- Number of services with completed Value Creation Maps
- % employees who understand how their role contributes to BCC overall goals
- % PIs with valid data collected and reported upon
- % identified Programme milestones on target
- Number of dashboards (developed, agreed and implemented)
- Number of performance reports to COMT/SP&R

Communication and Engagement
- Response rate to corporate employee / Councillor surveys

Assets
- Individual projects on time / budget
- Value of contracts
- Rent from industrial estate
- Number of gates performed in line with project milestones

8.0 Financial Information

Budget versus actual 2008/09

Core Improvement	Plan 2008/2009	Actual 2008/2009	Variance
	£	£	£
Income	-7,503,711	-8,127,906	-624,195
Expenditure	5,655,151	5,953,757	298,606
Net Amount	-1,848,560	-2,174,149	-325,589

The approved net revenue expenditure for the department for 2009/10 is -£1,522,258.74. A breakdown of the revenue estimates by the four main services is provided in Table 1.

Estimated Revenue, Income and Expenditure 2009/10

Core Improvement Team	Estimated Gross Expenditure £	Estimated Income £	Estimated Net Revenue Expenditure £
Estates Management Unit	2,050,516.47	0.00	2,050,516.47
Project Management Unit	1,566,590.79	-5,466,472.00	-3,899,881.21
Procurement	1,702,428.00	-1,532,000.00	170,428
Initiatives	344,089.00	-205,000	139,089
	17,589.00	0.00	17,589.00
Total	5,681,213.26	-7,203,472.00	-1,522,258.74

9.0 Monitoring & Review Arrangements

Strategic Policy and Resources Committee (SP&R)
Under delegated authority the unit will provide quarterly update reports to Strategic Policy & Resources Committee on the departmental plan.

Key update reports at SP&R include items such as:
- Corporate Planning;
- The Review of Public Administration;
- Frameworks in relation to Performance Management;
- Financial Planning; and
- Asset Management.

The Strategic Policy & Resources Committee oversee the decisions taken at the other five committees. These decisions get ratified at full council each month.

Chief Officers Management Team (COMT)
The Director of Improvement reports to Chief Officers Management Team (COMT) on a weekly basis to update on the projects we deliver as a Department and the progression of strategic issues, such as the RPA, for example. As a department we drive forward key work and provide challenge for the organisation surrounding key strategic issues.

Departmental Management Team (DMT)
The Departmental Management Team consisting of CIT and PPE (Project Management, Procurement and Estates) meet fortnightly to discuss work planning, staffing issues, committee reports and key projects and workload.

10.0 Board and Committee Membership

Strategic Policy and Resources Committee

Chairman:
Councillor Dodds (DUP)

Deputy Chairman:
Councillor McCann (SF)
Councillors:
Deputy Lord Mayor Councillor D Browne (UUP)
Councillor Adamson (UUP)
Councillor Attwood (SDLP)
Councillor M Browne (SF)
Councillor W Browne (DUP)
Councillor Convery (SDLP)
Councillor Crozier (DUP)
Councillor Kirkpatrick (DUP)
Councillor Kelly (SDLP)
Councillor Lavery (SF)
Councillor Long (ALL)
Councillor A Maskey (SF)
Councillor C Maskey (SF)
Councillor P Maskey (SF)
Councillor Newton (DUP)
Councillor Rodway (DUP)
Councillor Smyth (PUP)
Councillor Stoker (UUP)

Core Improvement Department VCM 2009-10
Summary 'Read Across'

Theme 1	Corporate Objective	Aligned CIT Objective	CIT Initiatives	Corporate PI's collected by CIT	PI's collected by Core Improvement	Owner
Leadership	Successfully realigned the organisation and taken advantage of the opportunities presented by the RPA	Successfully realigned the organisation and taken advantage of the opportunities presented by the RPA	Support the BCC Transition Committee / Team Co-ordinate the overall implementation of RPA Represent BCC and local government interests to the external RPA governance structures Implement the Review of the Centre recommendations	None	None	
	Established our place shaping role by better use and planning of cities assets	Established our place shaping role by better use and planning of cities assets	Develop the Council's Asset Management Strategy Develop and implement the City Investment Strategy (inc. big projects and the capital programme) Explore potential financing options for the City Investment Strategy Manage the new Belfast Group Support the development of the community planning process so that it links with Councils corporate planning and performance processes	Increase in the amount of money leveraged through the City Investment Strategy	Increase in the amount of money leveraged through the City Investment Strategy Construction Indicators (time / budget)	
		Protect Council investment	Co-ordinate Council approach and due diligence exercises	None		

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			Create pragmatic external relations through our support to the CX group	None	None
	Improved the image and reputation of the city, at home and abroad	Improved the image and reputation of the city, at home and abroad			

Theme 2	Corporate Objective	Aligned CIT (PPE) Objective	CIT (PPE) Initiatives	Corporate PI's collected by CIT (PPE)	PI's collected by CIT(PPE)	Owner
Environment	Created a cleaner and greener city	To promote environmentally efficient design	Incorporate environmentally efficient design Local sourcing of building materials	None	Number of energy Performance Certificates	
	Protect, promote and enhance the city's natural and built heritage and open spaces	Preserve and maintain old buildings Sustainable site usage	Grant / funding applications Redesign use of old buildings BREEAM model	None	£ money drawn down via grants	

Theme 5	Corporate Objective	Aligned CIT Objective	CIT Initiatives	Corporate PI's collected by CIT	CIT PI's collected by Core Improvement	Owner
Better Services	Implement a strategic approach to customer focus that supports all aspects of how we work and what we want to achieve.	Implement a strategic approach to customer focus that supports all aspects of how we work and what we want to achieve.	Implement the Customer Focus Strategy Agree the approach to and support the implementation of Local Area Working Assist with the implementation of the review of the centre	Number of complaints received Net cost of BCC services per head of population	Number of complaints received Net cost of BCC services per head of population % overall residents satisfaction with Services provided by BCC	

Theme 8	Corporate Objective	Aligned CIT Objective	CIT Initiatives	Corporate PI's collected by Finance	CIT PI's collected by Core Improvement	Owner
Financial Planning	Linked financial planning to the delivery of our strategic objectives	Ensure the collectable rate income is maximised	Build and maintain our relationships with LPS Co-ordinate Council support to LPS Develop SLA with LPS	None	Growth of the rate base % collectable rate collected	
	Delivered the Council's efficiency programme	Delivered the Council's efficiency programme	Support the development and implementation of the efficiency programme Support the Budget and Transformation Panel	None	None	
	Planned and managed our assets and resources effectively	Planned and managed our assets and resources effectively	Capital Programme costing Strategic plan for procurement spend Identify procurement efficiency savings Fit capital expenditure within affordability limits	None	Procurement: % accuracy Procurement: % savings Procurement: % contracts in place	

Theme 10	Corporate Objective	Aligned CIT Objective	CIT Initiatives	Corporate PI's collected by CIT	CIT PI's collected by Core Improvement	Owner
Planning & Performance	To support the delivery of corporate objectives through the provision of an efficient Policy and Research service	To support the delivery of corporate objectives through the provision of an efficient Policy & Research service	Implement the Policy Framework Develop a research schedule for the Council	None	None	
	An integrated Strategic Planning cycle linked to the budget and rate setting process	An integrated Strategic Planning cycle linked to the budget and rate setting process	Develop the Corporate Plan 2010/2011 Support the VCM cascade process Support thematic working Align business planning to other planning frameworks Further integrate various council planning frameworks	Number of services with completed VCMs % employees who understand how their role contributes to BCCs overall goals	Number of services with completed VCMs % employees who understand how their role contributes to BCCs overall goals	
	Performance Management embedded across the Council	Performance Management embedded across the Council	Introduce performance reporting and monitoring Deliver the Performance Management System Identification and collation of performance indicators Develop Performance Capacity of Members and Officers	% PIs with valid data collected and reported upon % services using the new Performance Management System (no template)	% PIs with valid data collected and reported upon	
	An integrated approach to Performance Improvement	An integrated approach to Performance Improvement	Review of Centre Support development of a corporate approach to manage poor performance Develop an organisational approach to support service improvement Support implementation of Accountability Framework	None	None	
	Started to build a robust approach to Programme Management	Started to build a robust approach to Programme Management	Develop and implement the Programme Management Framework Project manage the Capital Programme / Big Projects in	% identified Programme milestones on target (no templates)	% identified Programme milestones on target (no templates)	

			partnership with PPE
			Align Programme Management with Performance Management system	% applicable projects recorded on Project Server / PMU MIS

Theme 11	Corporate Objective	Aligned CIT Objective	CIT Initiatives	Corporate PI's collected by Internal Communications	CIT PI's collected by Core Improvement	Owner
Communication & Engagement	Ensure an effective and efficient one council approach to communications	Ensure an effective and efficient one council approach to communications	Develop a Consultation and Engagement Strategy / Implement an Internal Communications Plan	None	Response rate to corporate employee / Councillor surveys	

Theme 12	Corporate Objective	Aligned CIT Objective	CIT Initiatives	Corporate PI's collected by Core Improvement	CIT PI's collected by Core Improvement	Owner
Assets	Developed appropriate governance mechanisms for the planning, prioritisation and delivery of asset management key actions	Align the asset base with corporate priorities	Develop and implement a 'Gateway' process for capital projects / T / C / Q project delivery	None	Individual projects on time / budget	
	Developed and implemented an asset management strategy	Developed and implemented an asset management strategy	Develop an asset management strategy	None	None	
	Reviewed and rationalised our current holdings and Property interests	Ensure all assets are managed and developed Property interests	Manage the leased assets / Provide professional property related advice and guidance	None	Value of contracts / Rent from industrial estate	

occupation of land and property	protected
	Return to Council optimised	Manage the Corporate land bank Let contracts

Organisation Fit to Lead and Serve – Internal Management aspects

Theme 7	Corporate Objective	Aligned CIT Objective	Core Improvement Initiatives	Corporate PI's collected by HR	CIT PI's collected by Core Improvement	Owner
Human Resource Management	Developed appropriate HR Strategies, policies and procedures to ensure people are recruited, recognised, trained and supported	Developed appropriate HR Strategies, policies and procedures to ensure people are recruited, recognised, trained and supported	Adhere to absence management procedures	Average number of working days per employee lost due to absence (absence data provided by HR)	None	
	Recruited and built a connected workforce with the right values and behaviours to deliver what the organisation requires;	Recruited and built a connected workforce with the right values and behaviours to deliver what the organisation requires;	Implement the corporate approach to personal development planning Implement individual performance management for Chief Officers, Heads of Service and Senior Managers	None	None	
	A culture of Shared knowledge and skills across the organisation	A culture of Shared knowledge and skills across the organisation	Implement the corporate approach to IIP	None	None	
	Reviewed and improved the effectiveness and value for money of our human resource management.	Reviewed and improved the effectiveness and value for money of our human resource management.	Monitor, manage and report on agency and overtime as required	None	None	

Theme 8

Financial Planning	Corporate Objective	Aligned CIT Objective	Core Improvement Initiatives	Corporate PI's collected by Finance	CIT PI's collected by Core Improvement	Owner
	Effectively planned and managed our finances	Effectively planned and managed our finances	Effectively plan and manage our finances	Annual revenue spends to be within 3% of budgetary totals	None	
	Deliver the Council's efficiency Programme	Deliver the Council's efficiency Programme	Implement programme of efficiency savings for the department			

Theme 10

Planning and Performance	Corporate Objective	Aligned CIT Objective	Core Improvement Initiatives	Corporate PI's collected by CIT	CIT PI's collected by Core Improvement	Owner
	An integrated Strategic Planning cycle linked to the budget and rate setting process	An integrated Strategic Planning cycle linked to the budget and rate setting process	Complete our Departmental VCM	Number of services with completed VCMs % employees who understand how their role contributes to BCCs overall goals	None	
	Performance Management embedded across the Council	Performance Management embedded across the Council	Provide PI data as and when requested	% PIs with valid data collected and reported upon	None	

Theme 11	Corporate Objective	Aligned CIT Objective	Core Improvement Initiatives	Corporate PI's collected by Corporate Communications	Core Improvement PI's collected by Core Improvement	Owner
Communication and Engagement	Ensure an effective and efficient one council approach to communications	Ensure an effective and efficient one council approach to communications	Hold Team Brief meetings Liaise with Corporate Communications before commencing any communications activity	None	None	

Theme 13	Corporate Objective	Aligned CIT Objective	Core Improvement Initiatives	Corporate PI's collected by Core Improvement	Core Improvement PI's collected by Core Improvement	Owner
Assurance, Governance and Risk	Meet legislative requirements and best practice in relation to risk management, governance and independent assurance;	Meet legislative requirements and best practice in relation to risk management, governance and independent assurance;	Quarterly formal review of risk registers	To be identified by AGRS	None	