

Description	Chief Digital Officer	HR	Finance	Procurement	CTS	Type	Consolidated
All relevant risks to directorate and corporate priorities and objectives are identified promptly and I receive a complete and comprehensive directorate risk register at least quarterly.	Strong	Strong	Strong	Mixed	Strong	Risk	Strong
My quarterly risk identification, assessment and review processes include effective engagement with all relevant managers, partner organisations, stakeholders and boards, through which I ensure good awareness and use of all relevant risk information.	Strong	Strong	Strong	Mixed	Strong	Risk	Strong
I have at least one dedicated risk champion for my directorate, and I meet with my lead risk champion at least quarterly to review my directorate and corporate risks and ensure all risk registers are complete, accurate, effectively assessed and reported to the Risk Management Team each quarter.	Strong	Strong	Strong	strong	Strong	Risk	Strong
I ensure proportionate risk responses are applied to manage all directorate risks in a timely manner and to an acceptable level, and I escalate all 'red' risks to SMT at least quarterly.	Strong	Strong	Strong	strong	Strong	Risk	Strong
I have strategies in place to ensure that all corporate risks allocated to me are managed to an acceptable risk level in a timely manner.	Strong	Strong	Strong	strong	Strong	Risk	Strong
I can demonstrate that I have a clear understanding of current and future demand pressures and trends that will impact on my service, and that these inform my services priorities and risks.	Strong	mixed	Strong	strong	Mixed	Future	Strong
I can demonstrate that preventative actions that are likely to contribute to better outcomes and use of resources over the longer term are identified, prioritised and resourced , even where this may limit the ability to meet some short-term needs.	Strong	mixed	Mixed	strong	Mixed	Future	Mixed

I can demonstrate an understanding of my service's contribution to delivering the Council's wellbeing objectives, and there is a well developed understanding of how key decisions/ actions impact on other Council departments and public sector bodies. I can evidence that my Directorate management team proactively seek	Strong	Strong	Strong	strong	Mixed	Future	Strong
I can demonstrate that Robust governance, risk management and control arrangements are in place for all partnership / collaborative arrangements. NB. For new arrangements, the assessment should reflect the extent to which governance, risk management and control arrangements are proportionate to the developmental and decision making stage of the partnership / collaboration.	Strong	Strong	Strong	strong	Mixed	Future	Strong
I receive timely and complete reports from all directorate partnership and collaborative arrangements, from which I can report assurance on robust governance, risk management and control.	Strong	Strong	Strong	strong	Mixed	Future	Strong
I can demonstrate that there is an understanding of who needs to be involved in any decision about changes to my services, and why, in any engagement activity, that the views of hardest to reach groups are considered and that all statutory requirements in relation to consultation and engagement are met.	Strong	Strong	Strong	strong	Mixed	Future	Strong
I can present evidence that the views of stakeholders are considered in the decision making procures.	Strong	Strong	Strong	strong	Mixed	Future	Strong
The results of compliance and review reports demonstrate sound compliance with policies, rules, legal and regulatory requirements across my areas of responsibility.	Strong	Strong	Strong	strong	Strong	Compliance	Strong
I am aware of and deliver clear actions promptly to address all areas of non-compliance e.g. training, work instructions, systems development, application of HR policy etc.	Strong	Strong	Strong	strong	Strong	Compliance	Strong

Prior to initiating any new programmes or projects: <ul style="list-style-type: none"> I demonstrate the rationale and methodology which supports prioritising the project or programme, Where relevant the broad scope is considered whether or not the resource to manage is within the directorate. 	Strong	Strong	Strong	Mixed	Strong	Project Initiation	Strong
All programmes and projects for which I am responsible have robust briefs, plans and business cases which have been appropriately approved in a timely manner, and include clearly defined financial and non-financial outcomes and benefits	Strong	Strong	Strong	Mixed	Strong	Prodi. Initiation	Strong
All programmes and projects proactively manage the achievement of key milestones and record and manage associated opportunities, risks and issues. This is evidenced in timely and robust reporting to oversight boards.	Mixed	Strong	Strong	Mixed	Mixed	Proj. Initiation	Mixed
Throughout my directorate, there are robust mechanisms in place to deliver the budget with strong and effective budget monitoring and control.	Strong	Embedded	Strong	Embedded	Strong	Budget	Strong
Throughout my directorate, there are robust mechanisms in place to deliver all savings and income targets.	Strong	Embedded	Strong	Embedded	Strong	Budget	Strong
My directorate has worked effectively to deliver the Corporate Plan, and my Directorate Delivery Plan clearly sets our contribution to achieving corporate priorities and objectives and managing associated risks.	Strong	Strong	Strong	strong	Mixed	Planning - Decision	Strong
Robust business cases outline the savings and the mitigation of associated risks such as sale of assets, technology changes, reduced staffing, restructure or alternative service delivery models.	Strong	Strong	Mixed	strong	Mixed	Planning - Decision	Mixed
Clear Roles and Responsibilities Clear and effective authorisation processes Robust and complete policies and procedures Robust monitoring, reporting and review arrangements Timely identification and mitigation of control weaknesses	Strong	Strong	Strong	strong	Mixed	Control	Strong

There is a culture of clear accountability for upholding strong internal controls within the directorate and managing any non-conformance.	Strong	Strong	Strong	strong	Mixed	Control	Strong
Across all functions, partnerships and collaborations, robust safeguards are in place for: <ul style="list-style-type: none"> Physical and information assets Financial Stewardship Authorisation and approval procedures Systems 	Strong	Strong	Mixed	strong	Mixed	Control	Strong
I have robust controls in place to prevent and promptly detect fraud, bribery and corruption, and	Mixed	Strong	Strong	Strong	Strong	Fraud	Strong
I can evidence effective application of the Fraud, Bribery & Corruption Policy and the Disciplinary Policy	Mixed	Strong	Strong	strong	Strong	Fraud	Strong
KPI and benchmarking data is collected for all key areas of service and are used to measure performance and to drive improvement actions.	Strong	Mixed	Limited	Mixed	Mixed	Performance	Mixed
All relevant staff have completed their Performance Reviews using S.M.A.R.T objectives and clear performance evidence, from which effective development plans have been produced.	Strong	Embedded	Strong	Mixed	Strong	Performance	Strong