



Subject: Corporate Risk Register - Annual Review
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Report to: Audit and Governance Committee
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Cabinet Member: Councillor Allen Brett
Report of: Director of Finance Services
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1 Purpose of Report

1.1 Following a recent review of the Corporate Risk Register by the Leadership Team, this report is to inform the Audit and Governance Committee of the current view of the Leadership Team on these corporate risks.

2 Recommendations

2.1 Report for information.

3 Background

3.1 The RBC Risk Management Strategy was approved by the Audit and Safeguarding Committee on 13 March 2014. This Strategy provides for the maintenance of a Corporate Risk Register, with ownership expected to rest largely with the Leadership Team, and Service based risk registers, with ownership being devolved to appropriate levels of management within the respective Services.

3.2 The Head of Internal Audit, Director of Finance and Monitoring Officer have been working with the Leadership Team to review and update the Corporate Risk Register to ensure it remains relevant and appropriate to the current status of the Council. The attached Corporate Risk Register therefore represents the Leadership's current view on the status of the management and evaluation of corporate risks and is presented to the Audit and Governance Committee in view of their overall responsibility for governance and risk management.

Alternatives considered

3.3 Not applicable.

4 Financial Implications

4.1 There are no financial implications arising from this report.

5 Legal Implications

5.1 There are no legal implications arising from this report.

6 Personnel Implications

6.1 There are no personnel implications rising from this report.

7 Corporate Priorities

7.1 This report supports the Council's overall corporate objectives of ensuring that governance arrangements remain strong across the Council, particularly throughout this period of significant change.

8. Risk Assessment Implications

8.1 This report presents a summary of the key corporate risks facing the Council.

9. Equalities Impacts

9.1 Workforce Equality Impacts Assessment

There are no workforce equality issues arising from this report.

9.2 Equality/Community Impact Assessments

There are no equality/community issues arising from this report.

10. Structure of the Risk Register

10.1 In accordance with the Risk Management Strategy, the structure of the risk register includes the following:

- Description of the risk;
- Risk owner – the accountable officer;
- Inherent impact and likelihood of the risk occurring – based on a 5x5 matrix to derive an overall score for the risk, assuming no controls are in place;
- Risk consequences – the main impacts that may derive should the risk not be managed effectively or the risk occurs regardless of existing controls;
- Controls – the main controls in place to mitigate the risk;
- Control owner – the accountable officer for each of the identified controls;
- Status – confirmation as to whether the control is in place or being developed, and where the latter is the case, a due date for implementation; and
- Residual impact and likelihood of the risk occurring – taking account of the controls in place to mitigate the risk and their effectiveness.

10.2 In accordance with the Strategy risk scores are rated as follows:

- Red – score of 16-25
- Amber – score of 9-15
- Green – score of 1-8.

11. Reporting

11.1 The Risk Management Framework provides for regular review and reporting of risks at all levels of management. In terms of the Audit and Governance Committee, aside from an annual update on the full Corporate Risk Register, periodic reports will be presented to Members on any emerging 'red' risks from Services or at Corporate

level, together with summary information on any significant areas of weak risk management and control, and the action being taken to address the risk exposure. As a matter of course, any emerging red risks from Services are referred to Leadership for evaluation to ensure appropriate action is taken to address these risks.

- 11.2 Action is currently being taken by the Head of Internal Audit to recruit to the vacant Risk Manager post to ensure all aspects of the Risk Management Strategy continue to be embedded and driven forward, including all key reporting requirements.

Background Papers	
Document	Place of Inspection
Corporate Risk Register	Appendix 1 - Attached

Rochdale Borough Council - Wider Leadership Team

CORPORATE RISK REGISTER

CORE
01 Failure to maintain or gaps within corporate governance lead to risk of litigation, fraud/ malpractice, poor decision making or judicial review, causing serious service and financial failure (Compliance/ Legal)

Risk Consequences	Risk Owner	Inherent Impact	Inherent Likelihood	Inherent Score	Exposure
Litigation Fraud Judicial review Leading to potential: financial loss and/ or reputational damage	David Wilcock	4	4	16	

Controls	Control Owner	Status	Due Date	Implemented
Oversight and challenge by an effective Audit and Governance Committee	Ian Corbridge	In place		
Code of Corporate Governance communicated, understood and followed	David Wilcock	In place		
Risk Management Strategy embedded and supports all decision making	Ian Corbridge	In place		
Governance Board providing challenge to and co-ordination of all governance issues	David Wilcock	In place		
Independent assurance provided by Internal Audit	Ian Corbridge	In place		
Independent assurance provided by external Audit	Pauline Kane	In place		
Independent assurance provided by external assessors (Ofsted, Care Quality Commission etc.)	Steve Rumbelow	In place		
Anti-fraud and Corruption Strategy communicated, understood and followed	Ian Corbridge	In place		
Scheme of delegation which is clear, understood and being followed	David Wilcock	Being developed		
Contract procedure rules which are clear, understood and being followed	Pauline Kane	Being developed		
Codes of Conduct for Members and Officers which are clear, understood and followed	David Wilcock	Being developed		
Performance Management system which promotes accountability and outcome monitoring is embedded	Julian Massel	In place		
Information Governance Framework which supports compliance with all data control requirements is embedded	Julian Massel	In place		

Residual Impact	Residual Likelihood	Residual Score	Exposure
3	2	6	

02 A catastrophic event and lack of organisational resilience leads to inability to deliver our services, to then support and protect the wider community and to rebuild the infrastructure (Operational)

Risk Consequences	Risk Owner	Inherent Impact	Inherent Likelihood	Inherent Score	Exposure
Reputational damage Failure to provide statutory services Loss of staff/ resources/life Financial loss	Julian Massel	5	4	20	

Controls	Control Owner	Status	Due Date	Implemented
Corporate business continuity plan, refreshed and checked for accuracy quarterly	Diane Allettson	In place		
Service level business continuity plans, refreshed and checked for accuracy quarterly	Directors	In place		
Periodic training and briefing to service business continuity leads undertaken	Diane Allettson	In place		
Periodic corporate business continuity plan dry run exercises	Diane Allettson	Being developed		
Emergency plan, refreshed quarterly, communicated and understood	Jeanette Staley	In place		
Themed plans (i.e. rest centres, flooding, Turner Brothers site) for specific purposes	Jeanette Staley	In place		
Training, briefing and exercises carried out for Silver, Forward Incident and Bronze officers	Jeanette Staley	In place		
Multi-agency resilience forum in place to debrief incidents and conduct exercises	Jeanette Staley	Being developed	23/07/2015	
Resilience of ICT systems is periodically tested	Julian Massel	In place		
Risk Management Strategy embedded and supports all decision making	Ian Corbridge	In place		

Residual Impact	Residual Likelihood	Residual Score	Exposure
4	3	12	

03 Budget reductions required do not leave enough budget to deliver statutory services and to achieve balanced budget in 2016/17 and 2017/18 leading to a failure in legal duty (Strategic)

Risk Consequences	Risk Owner	Inherent Impact	Inherent Likelihood	Inherent Score	Exposure	
Litigation for failure to delivery statutory services Intervention by central government Major developments/ planned changes/ projects are compromised or cannot be completed Pressure on resources Potential loss of key personnel Reputational damage	Pauline Kane	4	4	16		
Controls	Control Owner	Status	Due Date	Implemented		
Medium Term Financial Strategy updated annually and approved by Cabinet and Council	Pauline Kane	In place				
Regular reports to Leadership, Cabinet and Overview and Scrutiny, Council on budget position locally and nationally	Pauline Kane	In place				
Budget monitoring embedded which pro-actively highlights financial challenges	Pauline Kane	In place				
Treasury Management Policy embedded and adhered to	Pauline Kane	In place				
Corporate Plan established which provides strategic direction for services	Steve Rumbelow	In place				
Organisational Development Strategy in place which aligns strategy, people and processes	Julian Massel	Being developed				
s151 Officer Report presented to Council annually prior to budget setting	Pauline Kane	In place				
Risk Management Strategy embedded and supports all decision making	Ian Corbridge	In place				
Corporate approach to addressing budget challenges (offices and Members working together)	Pauline Kane	In place				
External audit financial resilience assessment	Pauline Kane	In place				
			Residual Impact	Residual Likelihood	Residual Score	Exposure
			3	3	9	

04 Ineffective financial management and resilience leads to the Council significantly overspending the annual budget (Strategic)

Risk Consequences	Risk Owner	Impact	Likelihood	Score	Exposure	
Reassessment of Council priorities Major developments/ planned changes/ projects are compromised or cannot be completed Pressure on resources Potential loss of key personnel Reputational damage Litigation Government intervention	Pauline Kane	4	4	16		
Controls	Control Owner	Status	Due Date	Implemented		
Medium Term Financial Strategy updated annually and approved by Cabinet and Council	Pauline Kane	In place				
Regular reports to Leadership, Cabinet and Overview and Scrutiny, Council on budget position locally and nationally	Pauline Kane	In place				
Budget monitoring embedded which pro-actively highlights financial challenges	Pauline Kane	In place				
Treasury Management Policy embedded and adhered to	Pauline Kane	In place				
Corporate Plan established which provides strategic direction for services	Steve Rumbelow	In place				
Organisational Development Strategy in place which aligns strategy, people and processes	Julian Massel	Being developed				
s151 Officer Report presented to Council annually prior to budget setting	Pauline Kane	In place				
Risk Management Strategy embedded and supports all decision making	Ian Corbridge	In place				
Corporate approach to addressing budget challenges (offices and Members working together)	Pauline Kane	In place				
External audit financial resilience assessment	Pauline Kane	In place				
			Residual Impact	Residual Likelihood	Residual Score	Exposure
			3	2	6	

05 Failure of, or lack of compliance with, health and safety systems leads to harm to an individual and a corporate manslaughter/ homicide conviction (Compliance/ Legal)

Risk Consequences	Risk Owner	Inherent Impact	Inherent Likelihood	Inherent Score	Exposure
Action by Health and Safety Executive, e.g. unlimited fine Action by Police, e.g. corporate manslaughter Fatality or serious injury leads to investigation incurring time and loss of resources Reputational damage Insurance claims/ financial loss Litigation	Sheila Downey	4	3	12	

Controls	Control Owner	Status	Due Date	Implemented
Corporate Health and Safety Policy is clear, understood and being followed	Nancy Wilson	In place		
Learning and development provided to whole workforce, primarily through e-learning	Julian Massel	In place		
Comprehensive health and well-being policies in place and adhered to	Julian Massel	In place		
In house team of Health and Safety Advisers who link into the Central Health and Safety Committee	Nancy Wilson	In place		
Liaison with Health and Safety Executive to ensure risk and issues highlighted and addressed	Nancy Wilson	In place		
Member training regularly updated, fully attended and understood	Julian Massel	In place		
Risk Management Strategy embedded and supports all decision making	Ian Corbridge	In place		

Residual Impact	Residual Likelihood	Residual Score	Exposure
4	2	8	

PEOPLE
06 Risk of a breakdown in community stability (Operational)

Risk Consequences	Risk Owner	Inherent Impact	Inherent Likelihood	Inherent Score	Exposure
Conflict in community adversely impacts safety and well being Civil unrest leads to vandalism and additional financial cost of clean up Reputational damage leading to a reduction in investment and prosperity	Julian Massel	4	4	16	

Controls	Control Owner	Status	Due Date	Implemented
Community and Cohesion Strategy communicated and embedded	Jeanette Staley	In place		
Community Cohesion Pledge signed by elected Members and Community Representatives	Jeanette Staley	In place		
Extensive community links maintained	Sajjad Miah	In place		
Joint working with Oldham to monitor and mitigate risks	Sajjad Miah	In place		
Interfaith Networks Group in place	Sajjad Miah	In place		
Multi agency forums/ networks sharing intelligence	Sajjad Miah	In place		
Community Hub and Consequence Management groups in place	Sajjad Miah	In place		
Tension monitoring and trigger plans in place	Sajjad Miah	In place		
Risk Management Strategy embedded and supports all decision making	Ian Corbridge	In place		

Residual Impact	Residual Likelihood	Residual Score	Exposure
4	3	12	

07 Risk of serious harm to or death of a child due to the act or omission by Council employees (Compliance/ Legal)

Risk Consequences	Risk Owner	Inherent Impact	Inherent Likelihood	Inherent Score	Exposure
Serious injury to or death of a child Intervention by the Government Reputational damage Litigation	Gail Hopper	5	4	20	

Controls	Control Owner	Status	Due Date	Implemented
Local Safeguarding Children Board in place which provides robust challenge	Gail Hopper	In place		
Independent Ofsted inspections	Sandra Bowness	In place		
Regional Support and Challenge including Peer Reviews	Gail Hopper	In place		
Performance/ Quality Assurance Framework is fully embedded	Gail Hopper	In place		
Ongoing and robust management of external/ commissioned service providers	Gail Hopper	In place		
Effective management oversight and supervision of staff	Gail Hopper	In place		
Early Help Strategy is communicated and embedded	Sandra Bowness	In place		
Getting to Good Board is effective (Multi-Agency Board)	Gail Hopper	In place		
Critical Incident Reporting Framework in place and embedded	Gail Hopper	In place		
Workforce Development Strategy - training and support provided to staff	Gail Hopper	In place		
Local Authority provides advice/ monitoring and training on safe practice in schools	Gail Hopper	In place		
Risk Management Strategy embedded and supports all decision making	Ian Corbridge	In place		

Impact	Likelihood	Score	Exposure
5	3	15	

08 Risk of serious harm to or death of a vulnerable adult due to the act or omission by Council employees (Compliance Legal)

Risk Consequences	Risk Owner	Inherent Impact	Inherent Likelihood	Inherent Score	Exposure
Injury to or death of a vulnerable adult Corporate manslaughter Intervention by the Government Reputational damage Litigation from vulnerable adults or their representatives Loss of income to the Council Social Care provider failure resulting in inability to maintain effective service Unmet need leading to potential harm	Sheila Downey	5	4	20	

Controls	Control Owner	Status	Due Date	Implemented
Adult Safeguarding Board in place which provides robust challenge	Sheila Downey	In place		
Independent reviews by the Care Quality Commission (CQC)	Dianne david	In place		
Quality assurance checks	Dianne David	In place		
Effective management and supervision of staff	Steve Blezard	In place		
Adult Care Safeguarding Policy is communicated and followed	Steve Blezard	In place		
Robust and regular safeguarding and case file audits	Steve Blezard	Being developed	01/09/2015	
Robust quality assurance/ contract management procedures	Dianne David	In place		
Regional support and peer challenge	Sheila Downey	In place		
Recruitment and retention plan for qualified social workers	Sheila Downey	Being developed	01/09/2015	
Ongoing sharing of intelligence information with CQC and other partners	Dianne David	In place		
Training and development plans for staff	Steve Blezard	Being developed	01/09/2015	
Risk Management Strategy embedded and supports all decision making	Ian Corbridge	In place		

Residual Impact	Residual Likelihood	Residual Score	Exposure
5	3	15	

PLACE

09 Failure to take opportunities for growth leading to a lack of investment in the Borough and lower levels of regeneration and prosperity

Risk Consequences	Risk Owner	Inherent	Inherent	Inherent	Exposure
		Impact	Likelihood	Score	

Corporate Plan is not achieved Plans for major developments are compromised Major projects external to the Council are compromised Reputational damage External investment in the Borough is not attracted Demand for services is increased leading to additional financial pressures	Mark Widdup	4	4	16	
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Controls	Control Owner	Status	Due Date	Implemented
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Medium Term Financial Plan is comprehensive and regularly updated	Pauline Kane	In place		
Oversight and challenge of major projects and decisions by Corporate Overview and Scrutiny Committee	Mark Robinson	In place		
Programme/ project management principles are applied consistently	Donna Bowler	In place		
Asset Management Plan is established, monitored and regularly updated	Donna Bowler	In place		
Risk Management Strategy embedded and supports all decision making	Ian Corbridge	In place		
Maximise opportunities for good news	Susan Ayres	In place		
Early warning protocol agreed for identifying potential bad news	Susan Ayres	Being developed		

Residual	Residual	Residual	Exposure
Impact	Likelihood	Score	
3	3	9	