

CORPORATE RISK PROFILE AND ASSURANCE FRAMEWORK

Risk Profiling is systematic risk identification and evaluation process designed to provide an organisation with a clear focus on the major risk issues it faces. The Profile will identify measures to assist in ensuring those risks are managed; appropriate opportunities are taken advantage of; targets are achieved and service delivery improved.

Risk Management

Corporate Management Team approved the latest Corporate Risk Profile in January / February 2009. The risks are identified below and remain relevant and appropriate to the organisation and the control environment is also being adequately monitored. All risks have been mapped out against the Assurance Framework to enable a closer monitoring of the risks and to ensure that actions are taken to reduce their effect on the organisation, including the development and delivery of the audit plan. Programmed reviews have been set in order to regularly update and refresh the strategic risks.

The Risk Management Strategy has been annually reviewed and agreed, the last being at Audit Committee in September 2008. Ongoing training has been provided to senior managers and there has been an emphasis on exploring partnership and project risks.

Project risks are incorporated within the overall framework and these are reported through dashboards to the various boards and Business Efficiency Scrutiny Panel.

The management of, and updating of the strategic risk register is within the remit of the Head of Strategic Finance. Operational risks are coordinated through the Resilience Manager. Risk management software has been obtained which will further lead to greater efficiencies in monitoring, reviewing and managing risks.

Assurance Framework

The Assurance Framework provides a simple but comprehensive method to implement effective and focused management of the principal risks to the objectives of the Council, its Partners, and Stakeholders. It also provides a structure for the evidence to support the Annual Governance Statement. This helps facilitate effective performance management by simplified reporting and enables prioritisation of actions to maximise opportunities and ensure effective management of risks.

The Assurance Framework has been compiled with analysis of committee reports, internal and external audit reviews and other council publications. The report was issued and discussed at Audit Committee on 30 March 2009. No amendments or omissions have been identified since that date.

Although 43 strategic risks have been mapped out (from the corporate risk register), a further 22 areas of operational activity or control assurance requirements have been identified where suitable assurance is needed. All have been used to establish a coordinated Internal Audit Plan to ensure full assurance can be provided to the organisation.

Department / Risk Owner	Risk Assessment at February 2009				Assurance Framework Assessment at March 2009			
	Risk No.	High	Medium	Low	AF No.	Further Work Required	Moderate Assurance	Full Assurance
COUNCIL WIDE								
Staff capacity and skills	1.01		X		01		X	
Staff retention in key areas	1.02	X			02	X		
Financial considerations with 3 rd party funded schemes	1.03		X		03			X
Local Area Agreements	1.05	X			05		X	
Partnership working with PCT	1.06		X		06			X
Delivery Master Plan	1.07		X		07		X	
Flu pandemic or other major illness	1.08		X		08			X
Business continuity and community resilience	1.09		X		09		X	
Investing to save bids	1.10		X		10			X
Governance arrangements	1.11		X		11		X	
Credit crunch	1.12	X			12	X		
Special purpose vehicles / shared services	1.13		X		13		X	
DEPUTY CHIEF EXECUTIVE								
Diversity agenda	2.01			X	14		X	
Disability agenda	2.02		X		15		X	
Harmonisation process	2.03		X		16			X
CHIEF EXECUTIVE								
Limited community cohesion	3.01		X		17		X	
CHILDRENS SERVICES								
Schools Phase 2 and Building Schools for the Future	4.01		X		18		X	
Improvement in educational standards - Key Stage 1, 2	4.02		X		19		X	
Improvement in educational standards - Key Stage 3, 4	4.03	X			20		X	
Children staying safe / child protection	4.04		X		21	X		
Teenage conception rates	4.05		X		22		X	
Integrated services for children with disability	4.06		X		23		X	
Children's Trust	4.07		X		24		X	
Workforce development	4.08		X		25			X
Integrated front line service delivery	4.10		X		27		X	
Equality and diversity	4.11		X		28		X	
Children Services national indicators (Adult Learning)	4.12	X			29	X		

Department / Risk Owner	Risk Assessment at February 2009			Assurance Framework Assessment at March 2009				
	Risk No.	High	Medium	Low	AF No.	Further Work Required	Moderate Assurance	Full Assurance
CITY SERVICES								
Arms Length Management Organisation	5.02	X			31	X		
OPERATIONS								
Highways infrastructure conditions	6.01		X		32		X	
Environmental capital aspirations	6.02		X		33		X	
Climate change	6.03		X		34			X
PCT								
Social demographic change	7.01		X		35		X	
STRATEGIC RESOURCES								
Financial management strategy	8.01			X	36			X
Procurement	8.02		X		37		X	
Comprehensive Area Assessment	8.03		X		38		X	
Estate utilisation	8.04	X			39	X		
Waste management and recycling	8.05		X		40		X	
Democratic processes	8.06			X	41			X
Corporate manslaughter	8.07		X		42			X
Investments	8.08		X		43			X
RISKS MITIGATED AT FEBRUARY 2009								
Growth (combined with AF.07)	1.04		X		04		X	
Children Services change programme (combined)	4.09		X		26			
Maintaining services (deleted)	5.01	X			30			

Department / Risk Owner	Risk Assessment at February 2009			Assurance Framework Assessment at March 2009			
	Risk No.	High	Medium	Low	AF No.	Further Work Required	Moderate Assurance

OTHER ASSURANCES REQUIRED								
Vision and outcomes					44			X
Working protocols					45			X
Value promotion					46		X	
Transparent decisions					47		X	
Member capacity and capability					48		X	
Local engagement					49		X	
Statutory obligations					50		X	
Corporate objectives					51			X
Corporate Governance					52		X	
Performance management					53		X	
Risk to objectives					54		X	
Controls to manage risk					55		X	
Control effectiveness					56		X	
Governance effectiveness					57		X	
Management of PFI					58		X	
Safeguarding electronic data					59	X		
Data quality					60		X	
Implementation of Audit recommendations					61		X	
New ways of working					62		X	
Customer satisfaction					63			X
Housing strategy					64		X	
Safe recruitment					65	X		