11 March 2021	ITEM 9

Standards and Audit Committee

Annual Review of Risk and Opportunity Management and the Policy, Strategy and Framework

Wards and communities affected:	Key Decision:
All	Non-key

Report of: Andy Owen, Corporate Risk & Insurance Manager

Accountable Assistant Director: Jonathan Wilson, Assistant Director Finance

Accountable Director: Sean Clark, Corporate Director of Finance, Governance & Property

This report is a public

Executive Summary

One of the functions of the Standards and Audit Committee under the Terms of Reference of the Constitution is to provide independent assurance that the Authority's risk management arrangements are adequate and effective.

To enable Standards and Audit Committee to consider the effectiveness of the Council's ROM arrangements the report is presented on an annual basis.

The report provides details of how the Council's ROM arrangements compare against good practice, outlines the current ROM activity, the proposals to maintain/improve the practice across the organisation and includes the updated ROM Policy, Strategy and Framework.

1. **Recommendations**

1.1 **That Standards and Audit Committee note the results of the review, the current ROM activity and proposals to maintain and improve the practice across the organisation.**

1.2 **That Standards and Audit Committee note and approve the updated ROM Policy, Strategy and Framework.**

2. **Introductions and Background**

2.1 Risk and Opportunity Management is an integral part of the Council's Corporate Governance and Performance Management arrangements and the Council has a statutory responsibility under the Account and Audit Regulations to put in place arrangements for the management of risks.

2.2   The Council has for a number of years used the ALARM/CIPFA Risk Management Model to test the Council's performance against good practice.

2.3   The ALARM/CIPFA Model breaks down risk management activity into seven strands with five focussed on enablers and two focussed on results:

Enablers Criteria - Risk Management	Results Criteria - Risk Management
A. Leadership & Management B. Policy & Strategy C. People D. Partnerships & Resources E. Processes	F. Risk Handling & Assurance G. Outcomes & Delivery

2.4   The Enabler section covers what an organisation does and the Results section covers what an organisation achieves. Each strand is covered by a series of questions that are designed to explore where the organisation scores against good practice. The answers to the questions are weighted to reflect their relative impact on performance and collated into a final score for each strand.

2.5   These results are then used to calculate the overall scores for the Enabler and Results sections. A summary of Thurrock's scores against the model is outlined below:

ENABLERS		Score
A 4/4	LEADERSHIP & MANAGEMENT	75/100
1	Information and decision making	24/32
2	Escalation and reporting systems	10/12
3	Accountability and management responsibility	24/32
4	Leading risk management implementation	17/24

ENABLERS		Score
B 2/2	POLICY & STRATEGY	75/100
1	Risk management policy	50/60
2	Strategy	25/40

ENABLERS		Score
C 4/4	PEOPLE	74/100
1	Culture	20/25
2	Responsibility	14/20
3	Skills and guidance - capability	24/35
4	Communication	16/20

ENABLERS		Score
D 3/3	PARTNERSHIPS & SHARED RESOURCES	70/100
1	Partnerships and shared services	35/50
2	Finance	20/30
3	Tools	15/20

ENABLERS		Score
E 6/6	PROCESSES	74/100
1	Links to business/service processes overview	25/35
2	Risk Identification and Analysis	25/30
3	Risk response	10/15
4	Risk reporting and review	4/5
5	Information Risk	5/5
6	Service Continuity	5/10

RESULTS		Score
F 2/2	RISK HANDLING & ASSURANCE	71/100
1	Risk handling	43/60
2	Assurance	28/40

G 2/2	OUTCOMES & DELIVERY	70/100
1	Risk management contribution to overall performance	40/60
2	Contribution to specific outcomes	30/40

Additional Questions	
-	Go to additional questions

Comparison to Alarm's National Performance Model for Risk Management

	ENABLERS LEVEL KEY	
	Level 5 - Driving	85%+
Your Score-->	Level 4 - Embedded and integrated	70%+
	Level 3 - Working	45%+
	Level 2 - Happening	20%+
	Level 1 - Awareness	0+

	RESULTS LEVEL KEY	
	Level 5 - Driving	85%+
Your Score-->	Level 4 - Embedded and integrated	70%+
	Level 3 - Working	45%+
	Level 2 - Happening	20%+
	Level 1 - Awareness	0+

2.6   The Council has retained Level 4 - Embedded and integrated for the Enabler and Results criteria.

3.   Analysis and Evaluation of Results

3.1   The table below shows Thurrock's scores against the model for the years 2011 to 2020:

Strand	Year									
	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
A. Leadership & Management	62	62	72	73	75	75	75	75	75	75
B. Policy & Strategy	34	63	73	75	75	75	75	75	75	75
C. People	59	68	69	71	71	71	71	74	74	74
D. Partnership/Shared Resources	56	56	65	70	70	70	70	70	70	70
E. Processes	67	70	72	74	74	74	74	74	74	74
F. Risk Handling & Assurance	53	64	66	66	66	66	71	71	71	71
G. Outcome & Delivery	60	65	68	68	70	70	70	70	70	70

3.2   The review has revealed that:

- For all 7 strands the Council has retained Level 4 – embedded and integrated (70%+).
- For all 7 strands the Council's score is the same as the previous year's results. The current ROM activity to maintain the practice resembles that identified for last year. No significant changes were identified by the review and this has led to the same scores as the previous year.

3.3   A summary of the current ROM activity and proposals to maintain and further embed the practice across the organisation are included in Appendix 1.

3.4   The challenge facing the Council is to ensure that adequate ROM arrangements remain in place and form part of the decision making process both at operational and strategic levels.

3.5   As part of the review the ROM Policy, Strategy and Framework has been refreshed and some minor changes made to update the document. The updated ROM Policy, Strategy and Framework are included in Appendix 2.

4.   Reasons for Recommendation

4.1   To enable Standards and Audit Committee to consider the effectiveness of the Council's ROM arrangements the report is presented on an annual basis.

4.2   The report provides details of how the Council's ROM arrangements compare against good practice and outlines the current ROM activity and proposals to maintain and improve the practice across the organisation.

5.   Consultation (including Overview and Scrutiny, if applicable)

5.1   The results of the annual review, outline of the current ROM activity and proposals to maintain and improve the practice across the organisation were be reported to Directors Board 15 February 2021, via Performance Board representatives 05 February 2021.

6.   Impact on corporate policies, priorities, performance and community impact

6.1 ROM is recognised as a good management practice and how successful the Council is in managing the risks and opportunities it faces will have a major impact on the achievement of the Council's priorities and objectives.

7. Implications

7.1 **Financial**

Implications verified by: **Dammy Adewole**

Senior Management Accountant - Central Services

There are no direct financial implications as a result of this report. Effective risk and opportunity management and the processes underpinning it will provide a more robust means to identify, manage and reduced the likelihood of financial claims and/or loss faced by the Council.

7.2 **Legal**

Implications verified by: **Ian Hunt**

Assistant Director of Law and Governance & Monitoring Officer

The Council is required to have a sound system of internal control and carry out an annual review of its effectiveness under the Accounts and Audit Regulations 2015 and the Local Audit and Accountability Act 2014. As well as being a statutory requirement, effective risk and opportunity management and the processes underpinning it provide a more robust means to identify and manage risk and reduce the likelihood of legal claims or regulatory challenges against the Council.

7.3 **Diversity and Equality**

Implications verified by: **Rebecca Lee**

Team Manager, Community Development & Equalities

The management of risk and opportunities provides an effective mechanism for monitoring key equality and human right risks associated with a range of service and business activities undertaken by the Council. It also provides a method for reducing the likelihood of breaching our statutory equality duties.

7.4 **Other implications** (where significant) – i.e. Staff, Health, Sustainability, Crime and Disorder

Risk and opportunity management contributes towards the Council meeting the requirements of Corporate Governance and the Account & Audit Regulations.

8.   Background papers used in preparing the report:

- ALARM/CIPFA Risk Management Model - Review papers.

9.   Appendices to the report:

- Appendix 1 - Summary of Current Activity and Proposals to Maintain and Embed the Practice

- Appendix 2 - Risk & Opportunity Management Policy, Strategy & Framework

Report Author:

Andy Owen

Corporate Risk & Insurance Manager

Summary of Current ROM Activity and Proposals to Maintain/Embed the Practice

ROM Priorities	Summary of Current ROM Activity
• Review and Update the ROM Policy, Strategy and Framework	• ROM Policy, Strategy & Framework updated and reported to Standards & Audit Committee 12 Mar 2020, via Directors Board 25 Feb 2020 and Performance Board representatives 03 Feb 2020. • The revised ROM Policy, Strategy & Framework presented to Department Management Teams Apr 2020 to maintain ROM awareness across the Council.
• Maintain Strategic/Corporate level ROM	• Review and reporting arrangements for the Strategic/Corporate Risk and Opportunity Register established and Performance Board and Department Management Teams made aware of the 2020/21 programme Apr 2020. • 2020/21 review and reporting programme for the Strategic/Corporate Risk and Opportunity Register revised (following outbreak of pandemic) and updated arrangements shared with Performance Board and Department Management Teams Jun 2020. • In Quarter 2 Refresh of the Strategic/Corporate Risk and Opportunity Register undertaken during Jun to Aug 2020 and reported to Standards & Audit Committee 10 Sept 2020, via Directors Board 17 Aug 2020 and Performance Board 13 Aug 2020. • In Quarter 3 Review of the Strategic/Corporate Risk and Opportunity Register items undertaken during Oct 2020 by Directorates and progress against plans monitored by Directorate Management Teams. • In Quarter 4 Review of the Strategic/Corporate Risk and Opportunity Register commenced Jan 2021 and to be reported to Standards & Audit Committee 11 Mar 2021, via Directors Board 15 Feb 2021 via Performance Board 05 Feb 2021.
• Maintain and further develop Service level ROM, including project and partnership ROM.	• Support provided to Performance Board for the review of Service/Team Planning arrangements 2020/21. ROM section of Service Plan template/guidance for 2020/21 updated and Service Plans (including risk and opportunity registers) developed Mar 2020. • Guidance and templates for project level ROM reviewed and updated and provided via ROM page of the Council's Intranet. • ROM principles that should be applied by services when working with Partners or Third Parties included in the Finance Procedure Rules of the Constitution.
• Continue to embed ROM and build skill/capacity for ROM across the Council.	• Department Management Teams and Performance Board made aware of the ROM arrangements/guidance available Mar 2020. • ROM information regularly updated and made available on the ROM page of the Council's Intranet Apr 2020 - Mar 2021 • Risk management arrangements reviewed against the ALARM/CIPFA RM Model (including review of the ROM Policy & Strategy). Report to be presented to Standards and Audit Committee 11 Mar 2021, via Directors Board 15 Feb 2021 and Performance Board 05 Feb 2021.

ROM Priorities	Summary of Proposals to Maintain/Embed the Practice
• Review and Update the ROM Policy, Strategy and Framework • Maintain Strategic/Corporate level ROM	• Update ROM guidance in line with revised ROM Policy, Strategy & Framework - Mar 2021. • Update Department Management Teams of the revised ROM Policy, Strategy and Framework to maintain awareness of the ROM arrangements across the Council - Mar 2021. • Review the reporting timeframe/arrangements for Strategic/Corporate Risk and Opportunity Register - by Mar 2021. • Update Department Management Teams of the review and reporting arrangements for the Strategic/Corporate Risk and Opportunity Register - Mar 2021. • Undertake In Quarter 1 Refresh of the Strategic/Corporate Risk and Opportunity Register and report to Standards & Audit Committee via Directors Board and Performance Board representatives - Mar to Jul 2021. • Undertake In Quarter 2 Review of the Strategic/Corporate Risk and Opportunity Register. Items to be reviewed by Directorates and progress against action plans monitored by Directorate Management Teams - Jul to Aug 2021. • Undertake Mid-Year Review of the Strategic/Corporate Risk and Opportunity Register and report to Standards & Audit Committee via Directors Board and Performance Board representatives - Sept to Dec 2021 • Undertake In Quarter 4 Review of the Strategic/Corporate Risk and Opportunity Register and report to Directors Board and Performance Board representatives - Jan to Mar 2022
• Maintain and further develop Service level ROM, including project and partnership ROM. • Continue to embed ROM and build skill/capacity for ROM across the Council.	• Provide support to Directors Board, Performance Board, Directorate Management Teams and Services to further embed the Business Planning, Performance Management and Risk & Opportunity Management Frameworks (i.e. development and ongoing monitoring of risk/opportunity registers as part of the service planning & performance management review arrangements) - Feb 2021 to Mar 2022 • Continue to work with services and the Corporate Programme Team to develop/embed risk & opportunity management arrangements for key projects - Apr 2021 to Mar 2022. • Continue to raise ROM awareness with Department Management Teams - Apr 2021 to Mar 2022. • Maintain regular updates of ROM Information on the ROM page of the Council's Intranet - Apr 2021 to Mar 2022. • Annual review of ROM arrangements against good practice and reporting of developments/outcomes to Standards & Audit Committee via Directors Board and Performance Board - Dec 2021 to Mar 2022

Risk and Opportunity Management Policy and Strategy
December 2020

Title:	Risk and Opportunity Management Policy and Strategy.
Purpose:	Outlines the overarching ROM framework for Thurrock Council.
Owner:	Andy Owen, Corporate Risk & Insurance Manager
Approved by:	N/A
Date:	December 2020
Version:	1.9
Status:	Final
Review Frequency:	Annual
Next Review Date:	December 2021
Consultation:	N/A

Purpose

The Risk and Opportunity Management Policy & Strategy outlines the overarching risk and opportunity management framework in Thurrock detailing where a formal approach to risk and opportunity management must be adopted by officers.

The document details the priorities of Corporate Risk and Opportunity Management (CR&OM) over the next year, how risk and opportunity is monitored, reported and escalated across the Council and what duties are placed on officers across the Authority to ensure compliance.

Staff Governed by the Policy and Strategy

The Risk and Opportunity Management Policy and Strategy apply to all staff including and not limited to temporary staff and contractors. A failure to comply could be damaging to the finances and reputation of the Council.

Executive Summary

This combined risk and opportunity management policy and strategy details the Council's framework for managing business risk and opportunity. The risk and opportunity management framework is the culture, processes and structures that are directed towards effective management of potential risks and opportunities that the council faces in delivering its objectives.

Thurrock Council takes risks and recognises that risk is involved in everything it does and that it has a duty to manage these risks. This duty is to staff, residents and people working in the borough, service users, partners and funding agencies. Effective risk and opportunity management makes sound business sense and is good management practice.

The Risk and Opportunity Management Guide expands on the principles laid out in this document; and provides more support on how to undertake a risk and opportunity assessment.

Contents

Risk & Opportunity Management Policy

Risk needs to be managed and consideration of risk should not stifle innovation. The Council delivers services in an increasingly litigious and risk-averse society and believes that risk management is a tool for exploiting opportunities as well as safeguarding against potential threats. Thurrock Council uses the discipline of risk and opportunity management to promote innovation in support of the Council's strategic priorities and objectives.

The risk and opportunity management framework is the all-encompassing approach that the Council takes towards risk and opportunity management; including the adoption of this Policy & Strategy, the resourcing of Corporate Risk and Opportunity Management (CR&OM) and the consideration of risk and opportunity management in other corporate policies and procedures.

The risk and opportunity management discipline involves the identification, evaluation, management, review and escalation of risk and opportunity. Whenever an officer is involved in an activity which has significant levels of risk, it is important that the risk management process is formalised by, for example, undertaking a risk assessment or detailing risks in a report. The Council recognises that the approach to risk management should be proportionate to the level of risk present.

The management of risk and opportunity is woven throughout the Council's key governance frameworks and as such there are specific requirements for all officers to adopt a formal approach to risk and opportunity management in the following areas;

- Key decision making reports
- Corporate and Service planning processes
- Programme and Project management
- Procurement and commissioning processes
- Partnership working arrangements
- Change management processes.

CR&OM is responsible for developing and embedding the risk and opportunity management framework within which risks and opportunities are to be managed across the Council. This includes developing risk and opportunity management capacity within the Council's workforce through the offer of guidance and support.

All Council officers are responsible for the management of the risks and opportunities that surround their role and adherence to the risk and opportunity management framework.

The Risk and Opportunity Management Policy is reviewed on an annual basis by CR&OM. Standards and Audit Committee Members are consulted as part of this process. The Risk and Opportunity Management Policy was approved by Cabinet and any major changes to the document will be submitted to Cabinet for re approval.

Adherence to the requirements set out in the Risk and Opportunity Management Policy and Strategy is monitored by CR&OM and reported to Standards and Audit Committee, via Directors Board as appropriate.

Risk & Opportunity Management Strategy

Thurrock Council believes that through the proactive management of its significant business risks and opportunities it will be in a stronger position to deliver the strategic priorities and objectives

To this end, CR&OM has been issued the remit of developing and embedding an enterprise-wide risk and opportunity management framework.

There is strong senior management support for risk and opportunity management. The Council has a developing risk culture and a positive attitude to risk – recognising that well managed risk brings opportunity and innovation.

The Risk & Opportunity Management Framework

Having a robust and systematic risk and opportunity management framework which is embedded throughout the organisation will;

- Help officers to fully understand the event, cause and effects of the risks and opportunities that they face, and in turn make more informed decisions on how best to manage risks and opportunities.

- Allow officers to analyse and prioritise risks and opportunities; helping inform decisions on the management, escalation and communication of risks and opportunities.

- Reinforce officers' understanding of risks/opportunities and how they will be managed; as well as encouraging the assignation of roles and responsibilities for the management of risks/opportunities.

- Provides senior managers and members with the assurance that risks and opportunities are being considered and managed across the organisation, and where necessary the risks and opportunities are escalated for their input and guidance.

Key Risk and Opportunity Management Objectives

In order to realise the organisational benefits of managing risk/opportunity and deliver upon their remit of developing and embedding a risk and opportunity management framework, CR&OM has identified the following objectives;

1. To maintain and review the risk and opportunity management framework which takes into account new and emerging risk and opportunity management good practice.

2. To ensure the Council actively manages the risks to and the opportunities for the achievement of strategic and operational priorities, objectives and plans.

3. To ensure risks and opportunities are considered and discussed as part of the councils key decision making processes.

4. To ensure all programmes and projects in the council have a robust approach to risk and opportunity management.

5. To ensure officers consider the risks and opportunities associated with partner organisations, delivery agents and the voluntary sector.

6. To ensure officers consider the management of risk and opportunity within the procurement and commissioning process.

7. To integrate and embed risk and opportunity management throughout the working culture of the Council by providing support and guidance to officers.

8. To monitor adherence to the Risk and Opportunity Management Framework and report on performance to Standards & Audit Committee, via Directors Board and Performance Board.

Defining Risk and Opportunity Management

Thurrock Council's definition of Risk and Opportunity Management is:

"The planned and systematic approach to identify, evaluate and manage the risks to and the opportunities for the achievement of objectives"

This compliments the CIPFA Better Governance Forum's definition of risk and the context of risk management as detailed in the British Standard 31100, which state:

"Risk arises as much from failing to capture opportunities, as it does from threat that something bad will happen" *(Definition of risk - CIPFA Better Governance Forum).*

"Risk management is as much about exploiting potential opportunities as preventing potential problems" *(Context of risk management – British Standard 31100).*

Corporate Risk and Opportunity Management (CR&OM)

CR&OM is based within the Finance, Governance & Property Directorate and is overseen by the Corporate Risk & Insurance Manager who is mandated to;

- Establish the risk and opportunity management framework through developing procedures, tools and guidance on how to manage risk and opportunity;

- Embed the framework by providing guidance and support to officers across the Council on how to comply with it.

The guidance and templates that CR&OM has developed are available on the Risk and Opportunity Management page on the Council's Intranet, see: [Risk and opportunity management - Thurrock Council intranet](#)

Risk and Opportunity Management in Thurrock Council

Thurrock Council's risk management strategy was first developed in 2005 and it is reviewed on an annual basis. The risk management strategy focussed on the potential negative effects of uncertainty (risk) and as a result, uncertainties that could have beneficial effects (opportunities) were generally overlooked. The framework was therefore revised and Opportunity Management incorporated in the approach. The Risk and Opportunity Management framework was introduced in 2008.

Standards and Audit Committee and Directors Board act as the risk and opportunity management oversight bodies; receiving regular reports throughout the year and providing challenge and support to the whole process. The Cabinet Member for Finance & Transformation and the Director of Finance, Governance & Property promote risk and opportunity management across the Council in their respective roles of member and officer risk & opportunity management champions.

The ROM Policy & Strategy provides an overview of the risk management framework within Thurrock Council and outlines CR&OM objectives in the short/medium term to further develop and embed the framework.

Risk and Opportunity Management Priorities 2020 - 22

The following priorities will be incorporated into Corporate Risk Management's plans for 2020-2022

- Review and update the ROM Policy, Strategy and Framework.
- Maintain Strategic/Corporate level ROM.
- Maintain and further develop Service level ROM, including Project and Partnership ROM.
- Continue to embed ROM and build skill/capacity for ROM across the Council.

Governance and Compliance

The management of risk is woven throughout the Council's key governance frameworks and as such there are specific requirements for all officers to adopt a formal approach to risk and opportunity management in the following areas;

- Key decision making reports.
- Corporate and Service Planning.
- Programme and Project management.
- Procurement, Commissioning and Contract Management.
- Partnership working arrangements.
- Change management processes.

A formal approach to risk and opportunity management will involve for example, undertaking a risk assessment or detailing risks in a report. The Council recognises that the approach to risk and opportunity management should be proportionate to the level of risk or opportunity involved. For more information refer to the Risk and Opportunity Management Guidance and templates, that are available via the Risk and Opportunity Management page on the Council's Intranet, see link for details: Risk and opportunity management - Thurrock Council intranet

Compliance with the Risk and Opportunity Management Framework

This policy and strategy is just one part of the Councils risk and opportunity management framework. Other key components include the risk/opportunity rating system, risk and opportunity assessment templates and strategic/corporate risk and opportunity register.

To ensure consistency it is important that these tools are adopted across the Council. Any variations or dispensations will be kept to a minimum and must be approved by CR&OM.

Service Managers, Assistant Directors and Directors have responsibilities to ensure that staff adhere to the risk and opportunity management framework. For more information on the roles and responsibilities of all staff please refer to the Risk and Opportunity Management Framework table, Appendix A at the end of this document.

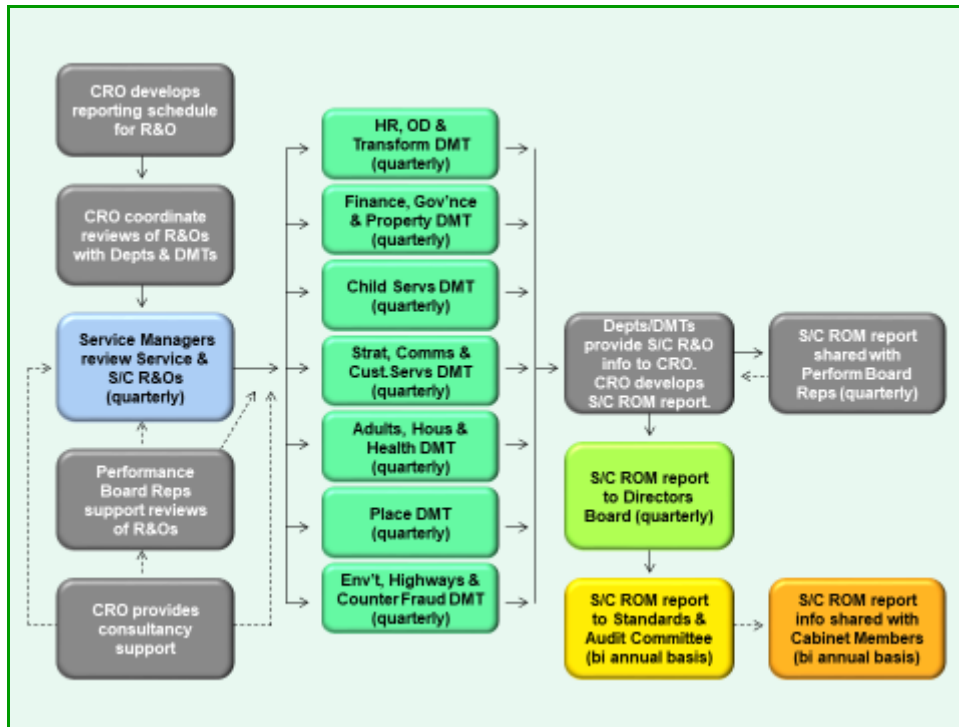### Monitoring, Reporting & Escalating Risk and Opportunity

CR&OM continually monitors the management of risk/opportunity across the Council. This is done through regular reviews of each Directorates/Departments key risks and opportunities.

Each Directorates/Departments performance in relation to compliance to the risk and opportunity management framework and management of risk/opportunity is monitored on a regular basis through the directorate/department management teams.

Risks/opportunities are escalated and reported throughout the organisation in a number of different ways. Through the regular review of key service, department and directorate risks and opportunities, a process of aggregation and escalation occurs and the items considered by Directorate/Department Management Teams. The Directorate/Department risks and opportunities with strategic/corporate significance are then further analysed to develop strategic/corporate risks and opportunities which are reported to Directors Board quarterly and Standards & Audit Committee on a bi annual basis.

To inform judgements on key decisions the associated risks, opportunities and management response arrangements are detailed within reports to Cabinet.

Within programmes and projects the monitoring, reporting and escalation of risk/opportunity is less formal. CR&OM provides support to programmes and projects, and the corporate programme and/or project management methodology details the approach that should be followed for monitoring, reporting and escalating risk/opportunity to project and programme boards.

Monitoring & reporting - strategic/corporate risk & opportunity register

Thurrock Council's Risk and Opportunity Management Maturity – Review

The development of the risk and opportunity management framework and the level to which it is embedded in the working practices of the organisation are reviewed against good practice on an annual basis. The improvement opportunities highlighted by the review are used to inform the CR&OM priorities and plans for the short/medium term.

Further Guidance, Tools and Support

The latest version of the Risk and Opportunity Management Policy and Strategy and all other documents are available on the Risk and Opportunity Management page of the Council's Intranet, see: Risk and opportunity management - Thurrock Council intranet. Alternatively the details can be obtained from CR&OM via the following contact:

Andy Owen
Corporate Risk & Insurance Manager
Thurrock Council
Email: aowen@thurrock.gov.uk
Direct Dial: 01375 652174
Internal Extension: 63313

Risk and Opportunity Management Framework

Who	Key Roles & Responsibilities	Report Type	By Whom	Frequency
Council	Receive and act upon: • Reports from Cabinet, S&AC and Head of Paid Service. • Reports, recommendations and advice from S&AC	• e.g. Annual Governance Statement; ROM Policy, Strategy and Framework report and other relevant reports.	Cabinet, Standards & Audit Committee.	Annually or as appropriate
Cabinet	• Agree the ROM Policy, Strategy & Framework and receive reports on them. • Hold the political responsibility for ROM within each individual portfolio. • Identify a lead portfolio holder for ROM	• ROM Policy, Strategy & Framework and other relevant reports. • Receive updates on the Strategic/Corporate R&Os & action plans	Standards & Audit Committee and Directors Board	• Annually or as appropriate • Bi Annual
Standards & Audit Committee	• Oversee and challenge assurance and the ROM arrangements	• Review of ROM Policy, Strategy & Framework • Receive updates on the Strategic/Corporate R&Os & action plans • Receive assurance on effectiveness of ROM	Director of Finance & IT	• Annually • Bi Annual • Annually
Directors Board	• Strategic leadership group for ROM • Oversee the ROM Policy, Strategy & Framework • Responsible for effectiveness of R&O and assurance arrangements and any management or mitigation. • Quarterly monitoring of Strategic/Corporate R&Os & associated action plans.	• Review of ROM Policy, Strategy & Framework. • Reviews of Strategic/Corporate R&Os and action plans. • Annual Review of ROM	Director of Finance & IT	• Annually • Quarterly • Annually
Corporate Risk & Opportunity Management	• Establish the ROM Policy, Strategy & Framework & alignment of ROM with other key business frameworks & processes • Stewardship of the Strategic/Corporate R&O Register • Review /Benchmarking of ROM • Establish Service level ROM • Provide consultancy and advice on ROM	• Review of ROM Policy, Strategy & Framework. • Reviews of Strategic/Corporate R&Os and action plans. • Annual Review of ROM	Corporate Risk & Insurance Manager	• Annually • Quarterly • Annually
Directors & Assistant Directors	• Monitoring of Strategic/Corporate R&Os for the directorate or Council. • Escalation as appropriate of Strategic/Corporate R&Os to DB • Monitoring of high level R&Os facing the directorate or Council (e.g. programme, partnership, project and service R&Os)	• Reviews of Strategic/Corporate R&Os and action plans to DB • Report to Portfolio Holders on the high level R&Os facing the Directorate or Council	Directors & Assistant Directors	Quarterly or as required by Director or PH
Directorate/Department Management Teams	• Identification and monitoring of Strategic/Corporate and other key risks/opportunities facing the department • Escalation as appropriate of S/C R&Os to Directors Board	• Review of R&Os and R&O Registers as a standing agenda item at DMT meetings • DMT to receive & approve updates to S/C R&Os and action plans	Directors, Assistant Directors, Service Manager or Lead Officer	Quarterly or as required by Director or DMT
Performance Board	• Support the review and development of ROM Policy, Strategy & Framework. • Support the development/review of the Strategic/Corporate R&Os register. • Review / Benchmarking of ROM	• Review of ROM Policy, Strategy & Framework. • Reviews of Strategic/Corporate R&Os and action plans. • Annual Review of ROM	Corporate Risk & Insurance Manager	• Annually • Quarterly • Annually
Service Managers	• Identification, management and review of R&Os within their Service or area of responsibility. • Monitoring and escalation as appropriate of R&Os to either Director/Assistant Director or relevant DMT	• Review of R&Os and R&O Registers as a standing agenda item at Service SMT meetings. • Review of Strategic/Corporate R&Os and action plans to DMT • Report to DMT on identified R&Os that require consideration for escalation to the S/C R&O Register	Service Managers	Quarterly or as required by Director, Assistant Director or DMT
Programme & Partnership Boards or Project Managers	Responsible for the identification, management and monitoring of R&Os within their given areas.	• Report on the management of R&Os and escalation of high level R&Os as required or necessary	Programme Boards, Partnership Boards and Project Managers	Quarterly or as required by Director, Assist Director, DMT or Service Manager
Employees	To manage risk effectively in their job and report hazards, risks or opportunities to their Service Manager, Assistant Director or Director.	• Report incidents, risks and opportunities following the procedures laid down in corporate policies.	All Employees	As necessary or required.