

Corporate Risk Register

Lead Strategic Director: **Ian Leivesley**

Risk Management Coordinator: **Tony Dean**

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2013**

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BUDGET REDUCTIONS

Item	Identified risk	Impact ¹ (Severity)	Likelihood (Probability)	Score (I x L)	Council Priority Area(s)
1	Failure to effectively align resources to corporate objectives and strategic requirements leads to a lack of focus on priorities resulting in failure to deliver objectives and the possibility of varying degrees of challenge	4	4	16	Corporate effectiveness and business efficiency

Risk control measures	Residual score with measures implemented			Timescale / Review frequency	Lead Officer/s
	Impact (Severity)	Likelihood (Probability)	Score (I x L)		
<ul style="list-style-type: none"> • Link the budget process to Service Planning • Service Planning and maintain a robust overview of statutory obligations and prioritise accordingly • Review of Corporate Priorities / Community Plan 	3	3	9	6 monthly	Strategic Director Policy & Resources (Ian Leivesley)

¹ For scoring mechanism see Appendix 'A'

<ul style="list-style-type: none"> • Communication of Priorities to Staff/Members/ Managers to achieve buy-in • Medium Term Financial Strategy • Budget Risk Register • Smarter procurement to generate savings • Efficiency Programme service delivery • Explore the potential for collaboration with neighbouring Local Authorities • Internal - Equality Impact Assessment process established 					
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Progress Commentary as at 23rd September 2013

1. Budget Reductions

- The Directorate Business Plans are aligned with the annual budget process
- Key service objectives and performance targets follow the determination of annual Directorate Budgets and take account of available resources
- The development of the plans take account of existing statutory responsibilities and the Corporate Priorities of the Council
- Existing performance management and monitoring arrangements have the flexibility to take account of emerging statutory responsibilities and, as a result, any resulting impact to be integrated into service activity as and when the need arises
- Quarterly performance monitoring arrangements were re-designed in 2011 to better reflect the needs of the receiving audience and now include Directorate and Priority based reports. These inform Management Team and Elected Member scrutiny committees of the progress of pre-determined actions and performance targets
- The annual review of Directorate Plans are undertaken with the budget setting process and involves consultation with Elected Members concerning the areas of priority and key actions for the forthcoming financial year

SAFEGUARDING CHILDREN AND ADULTS

Item	Identified risk	Impact (Severity)	Likelihood (Probability)	Score (I x L)	Council Priority Area(s)
2	Inability to support and protect children and adults to ensure that they are healthy, safe and have the opportunity to reach their potential	4	3	12	A Healthy Halton / Employment, learning and skills / Children and Young People / A Safer Halton

Risk control measures	Residual score with measures implemented			Timescale / Review frequency	Lead Officer/s
	Impact (Severity)	Likelihood (Probability)	Score (I x L)		
<ul style="list-style-type: none"> • Halton's Children's and Adult's Safeguarding Boards are fully operational, they operate with statutory guidance and its resources provided as agreed • Representatives from the Children's and Adult's Safeguarding Boards work in partnership and attend at corresponding boards 	4	2	8	6 monthly	Strategic Directors – Communities (Dwayne Johnson) & Children and

<ul style="list-style-type: none"> • The Adults Board has revised its terms of reference and membership and has set its priorities for the forthcoming year • New Adults Safeguarding teams are now in place • Children’s Board continue to work with strategic groups within the borough to ensure accountability and effectiveness of safeguarding • Children’s Board produces an annual report containing priorities and including measurement on the effectiveness of arrangements. Progress tracked via the HSCB Business Plan 					Enterprise (Gerald Meehan)
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Progress Commentary as at 23rd September 2013

2. Safeguarding Children and Adults

- Halton’s Integrated Children’s and Adult’s Safeguarding Boards are fully operational, they operate with statutory guidance and its resources provided as agreed
- Representatives from the Children’s and Adult’s Safeguarding Boards work in partnership and attend at corresponding boards
- The Adults Board has revised its terms of reference and membership and has set its priorities for the forthcoming year
- New Adults Safeguarding teams are now in place
- Children’s Board continue to work with strategic groups within the borough to ensure accountability and effectiveness of safeguarding
- Children’s Board produces an annual report containing priorities and including measurement on the effectiveness of arrangements. Progress tracked via the HSCB Business Plan

MERSEY GATEWAY

Item	Identified risk	Impact (Severity)	Likelihood (Probability)	Score (I x L)	Council Priority Area(s)
3	Lack of effective project management leads to uncontrolled costs, delays and lack of credibility resulting in cancellation/delay of the project. Potential abortive development cost	4	3	12	Halton's Urban Renewal

Risk control measures	Residual score with measures implemented			Timescale / Review frequency	Lead Officer/s
	Impact (Severity)	Likelihood (Probability)	Score (I x L)		
<ul style="list-style-type: none"> Project Structure based on PRINCE2 control procedure under the governance of the Mersey Gateway Executive Board, chaired by the Leader, providing authority and policy direction to the Chief Executive as Senior Responsible Owner (Chair of the MG Officer Project Board) Dedicated project team established under the leadership of an 	4	2	8	6 monthly	Chief Executive (David Parr)

<p>experienced Project Director supported by class leading professional advisers</p> <ul style="list-style-type: none"> • Routine project assurance undertaken, including the appointment of specialist non-executive directors on the OPB, which is reinforced by external Gateway Reviews(4Ps) and HM Treasury scrutiny at specific project milestones. For example:- Gateway 2 project review undertaken and action plan dealing with recommendations agreed with Mersey Gateway Officer Project Board • Effective relationship with Government Departments (as co funders for MG) maintained by both Department for Transport and HM Treasury being represented on the Officer Project Board • Delivery within the Funding framework agreed with Government reviewed at regular intervals and managed through the Mersey Gateway Risk Register • The Office Project Board and Project Team have been reinforced with additional specialist procurement advisers to reduce delivery risk • Three bidding groups have been selected and the competitive market for construction will drive value for money • Draft Final Bids submitted in November 2012 have been assessed to ensure compliance with the Council requirements and that prices are within the limits set in the funding agreement with Government • The Competitive phase of procurement is expected to be closed in February when Final Tenders will be invited to be submitted in April. A preferred Bidder planned to be announced in spring 2013 • The Project Board reviews the Mersey Gateway Risk Register every 6 weeks 					
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Progress Commentary as at 23rd September 2013

3. Mersey Gateway

- The competitive dialogue procurement process was carried out to plan leading to the selection of the Preferred Bidder (the consortium Merseylink) in June 2013
- The Preferred Bid satisfies the funding terms agreed with the Department for Transport which reduces delivery risk significantly
- The final stage of procurement is now taking place with the aim of reaching Financial Close in December 2013
- Negotiations with the Department for Transport on the Final Funding Approval are progressing as expected
- Project Board continues to review the Mersey Gateway Risk Register every 6 weeks

COMMUNITY EXPECTATIONS

Item	Identified risk	Impact (Severity)	Likelihood (Probability)	Score (I x L)	Council Priority Area(s)
4	Failure to effectively realise community expectations could lead to damage to the Authorities reputation and credibility resulting in negative views towards the transparency of the decision making process	4	3	12	Corporate effectiveness and business efficiency

Risk control measures	Residual score with measures implemented			Timescale / Review frequency	Lead Officer/s
	Impact (Severity)	Likelihood (Probability)	Score (I x L)		
<ul style="list-style-type: none"> • Community Engagement Strategy promotes joint communications from all partner organisations and the public • Local Government Organisation lobbies on a regional and national footing that provides a coordinated approach to disseminate information • Halton 2000 and Resident surveys conducted that assist to not only 	3	2	6	6 monthly	All Strategic Directors

<p>establish community expectations and also disseminate information to communities. Results are communicated to Management Team and relevant managers</p> <ul style="list-style-type: none"> • Equality Impact Assessments to be completed for protected groups • Any decisions to cease or amend service provision, direct engagement with communities to invite views followed by early warning of intended actions • Increase use of social media consultation • Area Forums as a medium for communications and consultation • Target consultation exercises for specific projects • Engagement through local Strategic Partnerships • Elected member surgeries • Effective use of local media 					
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Progress Commentary as at 23rd September 2013

4. Community Expectations

- Budget consultation continues to take place at Area Forums
- Customer Intelligence Unit (CIU) is now established and is directed by services to carry out consultations to assess customer feedback about a particular service or activity
- CIU has the ability to increase public consultation, thereby assisting to facilitate public involvement in decision making
- So far in 2013 the CIU has carried out 50 consultations some of which include:
 - Halton2000 – the annual citizen panel survey around service specific consultations – this has been distributed to around 1,700 residents in Halton
 - Castlefields resident survey – distributed to around 1,000 residents
 - Urgent Care (Widnes walk in centre/Halton Hospital), around 300 responses
 - Anti Bullying survey – distributed to all schools

- Library Strategy Consultation – available for all residents to feedback
 - Welfare Reforms Consultation – available for all residents to feedback
 - Adult Carers Consultation Event
- The CIU is also making more use of Social Media, which also assists with expediting communications, and is producing monthly reports on information received from over 18,000 social media followers
 - In order to underpin the Community Engagement Strategy, a consultation database has been developed in order to assist to coordinate consultations across partnerships
 - Efficiency reviews take account of critical front-line services. As a result some reviews have recommended the redeployment of resources to front-line services and have made greater savings from none front-line services

CAPACITY AND RESILIENCE

Item	Identified risk	Impact (Severity)	Likelihood (Probability)	Score (I x L)	Council Priority Area(s)
5	Inability of the Council to sustain the delivery of services in line with Council Priorities as a result of the impact of budget cuts	3	4	12	Corporate effectiveness and business efficiency

Risk control measures	Residual score with measures implemented			Timescale / Review frequency	Lead Officer/s
	Impact (Severity)	Likelihood (Probability)	Score (I x L)		
<ul style="list-style-type: none"> • Service reviews around more efficient ways of working including the redirection of resources where appropriate and greater use of technology • Focus the delivery of services on priorities and legal responsibilities through effective Service Planning • Delivery of training courses in Stress Management and Managing Resilience to Change • Risk assessing, monitoring and support mechanisms for work related stress 	2	3	6	6 monthly	All Strategic Directors

<ul style="list-style-type: none"> • Agile Working policy • Business Continuity Planning • Launch of Healthy Workforce portal • People Plan approved with the main aim 'to provide a skilled, knowledgeable and competent workforce who can deliver efficient services now and in the future'. The plan contains 4 key objectives and progress is monitored at a number of forums 					
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Progress Commentary as at 23rd September 2013

5. Capacity & Resilience

- The priorities of the Council are cascaded down into the action plans of Directorates, Departments, Teams and individual members of staff thereby realising the alignment of day to day activities and strategic priorities of the Council
- Healthy Workforce Portal launched in February 2013
- A review of workforce skills between years 2011 and 2012 indicates that the most occurring highest qualification has risen from Level II to Level III
- The Employee Recognition and Rewards scheme has been updated with new entry categories
- An Organisational Succession Plan is being developed identifying the requisite skills and knowledge for staff in 3 to 5 years
- The corporate Business Continuity Management Plan has been approved
- There has been an increase in the number of Stress Management courses and the introduction of a new Stress Risk Assessment system, which encourages anonymous responses thereby delivering a meaningful process
- Business planning forms an integral element of the Council's well established and proven performance management framework

ARCHITECTURAL LANDSCAPES

Item	Identified risk	Impact (Severity)	Likelihood (Probability)	Score (I x L)	Council Priority Area(s)
6	Changes to the Architectural Landscape of other public sector organisations that could potentially lead to the deterioration of services, in particular for the most vulnerable groups	3	4	12	A Healthy Halton / Employment, learning and skills / Children and Young People / A Safer Halton / Corporate effectiveness and business efficiency

Risk control measures	Residual score with measures implemented			Timescale / Review frequency	Lead Officer/s
	Impact (Severity)	Likelihood (Probability)	Score (I x L)		
<ul style="list-style-type: none"> • Maintain an overview of external influences involving political, economic, social, technological, legislative and environmental factors • Review services in line with Council Priorities, whilst protecting the most vulnerable • Protect interests by being part of the processes leading to the delivery of new 	3	2	6	6 monthly	All Strategic Directors

<p>arrangements</p> <ul style="list-style-type: none"> • The transfer of Public Health has led to the development of a partnership proposal to improve the efficiency and effectiveness of health and adult social care through the Health and Wellbeing Board • Seminars have taken place around the new arrangements, i.e. Influential Localism, Education, Health & Social Care, Social Values, Welfare Reform and Police and Social Responsibility Acts • The potential impact on resources of schools moving to Academy status has been monitored by working early with schools to understand the level of risk 					
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Progress Commentary as at 23rd September 2013
6. Architectural Landscapes

- Both the Corporate Plan and the Sustainable Community Strategy are subject to periodic review in order to ensure that the priorities of the Council remain aligned to community needs and take account of emerging local and national circumstances
- The HSPB continues to monitor the external influences and coordinates the different responses with its partners
- The HSPB has produced an information leaflet for the community on the changes created by welfare reform
- The Police and Crime Commissioner has been appointed
- The transfer of Public Health has now taken place
- Negotiations for the Combined Liverpool City Region Combined Authority are on-going and it has been endorsed by the government

PARTNERSHIPS

Item	Identified risk	Impact (Severity)	Likelihood (Probability)	Score (I x L)	Council Priority Area(s)
7	Ineffective and poorly controlled partnerships with statutory and non statutory organisations will lead to a lack of accountability and ineffective use of resources resulting in a failure to meet the needs of and improve outcomes for local communities. In particular partnership work could be at risk where funding streams have discontinued	3	4	12	A Healthy Halton / Employment learning and skills / Children and Young People / A Safer Halton

Risk control measures	Residual score with measures implemented			Timescale / Review frequency	Lead Officer/s
	Impact (Severity)	Likelihood (Probability)	Score (I x L)		
<ul style="list-style-type: none"> • Halton Strategic Policy Board (HSPB) facilitates interagency collaboration and cooperation to maximise available resources in the pursuit of agreed strategic goals • Effective use of local media 	2	2	4	6 monthly	Chief Executive (David Parr)

<ul style="list-style-type: none"> • Specialist Strategic Partnership Boards covering each of the 5 Strategic Priorities now established • Current Government policy promotes collaborative working in the public sector in order to deliver more efficient public services, e.g. community budgets • Halton Safeguarding Boards fully operational (see 5 below) • Establish a performance framework through which progress in addressing key strategic outcomes can regularly and routinely monitored and provides flexibility for other issues to be considered • Service efficiency by sharing resources • Joint Sustainable Community Strategy approved between Halton public, private and voluntary Sector organisations and agencies. It lasts until 2026 					
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Progress Commentary as at 23rd September 2013

7. Partnerships

- Performance reports provide information concerning activities being undertaken to progress individual performance measures and are received and reviewed by both SSP's and the HSPB
- Partnerships predominantly operate through the HSPB and continue to provide a coordinated approach to services. Examples of partnerships include,
 - Asset Management Working Group exploring the potential for efficiency savings and improved services through the coordination and sharing of assets with partner organisations
 - Inspiring Families creating greater collaboration between schools, Police and Social Services
- Progress in relation to targets contained within the Sustainable Community Strategy is undertaken at half-year and year-end

FUNDING AND INCOME GENERATION

Item	Identified risk	Impact (Severity)	Likelihood (Probability)	Score (I x L)	Council Priority Area(s)
8	Failure to maximise and identify funding opportunities in light of government cuts resulting in a potential challenge of the Councils capacity to delivery its priorities	3	3	9	A Healthy Halton / Employment, learning and skills / Children and Young People / A Safer Halton

Risk control measures	Residual score with measures implemented			Timescale / Review frequency	Lead Officer/s
	Impact (Severity)	Likelihood (Probability)	Score (I x L)		
<ul style="list-style-type: none"> • Develop and seek alternative untapped funding opportunities • Horizon scanning for external funding sources and signpost as appropriate • Work in partnership with 3rd sector to share funding streams • Current funding programmes - managers to ensure that they are aware of when funding comes to an end and, where necessary, explore other opportunities for new funding streams • Funding streams relevant to Halton based projects continue to be identified 	2	2	4	6 monthly	All Strategic Directors

<p>either by External Funding or by relevant parties</p> <ul style="list-style-type: none"> • Directorates have prioritised main projects that require funding for the forthcoming year • External Funding have presented a range of external and income generating options through the budget setting process • Become commercially focussed to protect current funds and effectively use them • Establish trading and income generation possibilities 					
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Progress Commentary as at 23rd September 2013
8. Funding and Income Generation

- The use of the Chest within Procurement is now established for all spending by services for over £1K. It is delivering an annual savings target for the Council year on year and for every £5M that passes via the Chest, there is at least £500K of cost reduction
- A comprehensive review of the Council’s commercial estate was completed and recommendations concerning asset disposal were approved by Executive Board
- 9 Funding Bulletins are sent out on a monthly basis to both internal colleagues, and partner organisations, giving the latest information on funding sources
- A funding update relevant to local authority bids is included in the Policy Briefing
- External Funding also provides information on specific funding streams via bespoke training sessions, for both internal and external officers
- Strategic Directors develop priority schemes for funding support
- External Funding continues to explore opportunities for income generation and this year has secured £764,000 in external funding

FRAUD

Item	Identified risk	Impact (Severity)	Likelihood (Probability)	Score (I x L)	Council Priority Area(s)
9	Inadequate control systems lead to an increase in fraud and financial loss	3	3	9	Corporate effectiveness and business efficiency

Risk control measures	Residual score with measures implemented			Timescale / Review frequency	Lead Officer/s
	Impact (Severity)	Likelihood (Probability)	Score (I x L)		
<ul style="list-style-type: none"> • Rigorous pre-employment checks of new employees • Dedicated Housing Benefit / Council Tax Benefit anti-fraud section • A continuous internal audit of the Council's systems and services • Participation in the National Fraud Initiative • Whistleblowing arrangements • Development of HBMS and HBMS scans allow better matching and checking with other national databases 	3	2	6	6 monthly	Strategic Director Policy & Resources (Ian Leivesley)

<ul style="list-style-type: none"> • Annual reporting of counter fraud measures and activities reported to the Business Efficiency Board • Joint working takes place with the Department for Work and Pensions helps with detecting Housing Benefit and Council Tax Benefit fraud • Procurement policy has ensured procurement processes meet Standing Orders • National Fraud initiative 					
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Progress Commentary as at 23rd September 2013

9. Fraud

External

- In 2012/13 the Benefits Investigation Unit issued 31 cautions, 22 administrative penalties and achieved 37 successful prosecutions
- Annual update report on fraud and corruption to be presented to the Business Efficiency Board on 19 September

Internal

- No employee fraud identified in 2012/13
- E-learning module on the Bribery Act rolled out to raise awareness of bribery and corruption risks
- E-learning module on fraud awareness in development and to be released shortly
- Review and re-launch of the Council's whistleblowing arrangements planned for later in the year
- National Fraud Initiative data matches are currently under investigation

Version Control Record

Version	Date Created	Date of Amendment:	Nature of Amendment	Date of Next Review:
1.0	13.10.11			
1.1		28.8.12	Progress Commentary	28.3.13
2.0		13.3.13	Reviewed and updated	13.10.13
2.1		20.9.13	Progress Commentary	28.3.14

Scoring Mechanism

Once the business risks are identified and analysed they are scored by multiplying the impact and likelihood. They will then establish a final score (or significance rating) for that risk:

Risk Score	Overall Rating
11-16	High
5-10	Medium
1-4	Low

Those that have been placed in the red boxes are the primary or **Top Risks** followed by the **medium** and **low** risks.

Measures to control the risks are identified from the following options;

1. Reducing the likelihood; or
2. Reducing the impact; or
3. Changing the consequences of the risks by,
 - Avoidance
 - Reduction
 - Retention
 - Transference; or
4. Devising Contingencies, i.e. Business Continuity Planning

The risks are scored again to establish the effects the measures have once implemented on reducing the risks and identify a score rating for residual risks.