

Corporate Risk Register

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Initial Register Completion Date: **November 2011**

Register Review Date: **March 2015**

Progress update: **As at 15th September**

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BUDGET REDUCTIONS

Item	Identified risk	Impact ¹ (Severity)	Likelihood (Probability)	Unmitigated Risk 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

¹ For scoring mechanism see Appendix 'A'

	Impact (Severity)	Likelihood (Probability)	Mitigated Risk Score (I x L)		
<ul style="list-style-type: none"> Financial Planning is undertaken to compare available financial resources with spending requirements over the medium term (3 years), resulting in preparation of the Medium Term Financial Strategy which allows overall budget gaps to be identified at an early stage and appropriate plans put in place to tackle them Effective Business Planning to ensure that resources are directed towards the Councils key strategic priorities Budget setting is aligned to the annual Business Planning Cycle in order to ensure that the value of financial resources are maximised Budget Risk Register works in conjunction with the Budget Setting Cycle to ensure that emerging budget risks are identified together with relevant mitigating measures Explore the potential for collaboration with neighbouring Local Authorities Develop iterative processes to ensure that opportunities for partnership working are explored and, where appropriate, embraced 	3	3	9	6 monthly	Strategic Director Policy & Resources (Ian Leivesley)

Progress Commentary as at 15th September 2014

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
- Budget Working Group now considering the 1st tranche of budget savings proposals for each Directorate that are to be agreed later in the year

- A Members seminar took place at which consideration was given to the assumptions included in the financial forecast and to determine a measured risk approach in reducing the scale of budget gaps for the next two years
- Examples of shared services include Strategic Directors and Procurement team supporting neighbouring Authorities and Cheshire West providing School Governor support
- The Sustainable Community Strategy has been reviewed. Work is commencing on refreshing the Corporate Plan which will ensure that the Councils strategic plan remains aligned with Council resources and priorities

CAPACITY AND RESILIENCE

Item	Identified risk	Impact (Severity)	Likelihood (Probability)	Unmitigated Risk Score (I x L)	Council Priority Area(s)
2	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)	Mitigated Risk Score (I x L)		
<ul style="list-style-type: none"> • Maintain a supportive working environment through shared service organisational ethos, pride and value across Members, staff, management, Unions and partners • Focus delivery of performance on the council's corporate vision and key strategic priorities leading to a clearly understood and shared set of 	3	3	9	6 monthly	All Strategic Directors

<p>priorities</p> <ul style="list-style-type: none"> • Emphasis on management and leadership standards with recognition of the challenges faced by the Authority leading to managers who are able to direct, inform, develop and support staff • Maintain a workforce that are skilled, informed, flexible and competent in order to ensure that they deliver efficient and effective services 					
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Progress Commentary as at 15th September 2014

2. 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
- Quarterly Performance report which identifies key developments on emerging issues and progress on performance of the Councils Strategic Plan
- 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 non front-line services
- New Learning and Development team established to meet both corporate and Directorate training needs. Several courses offered for both managers and staff around leadership, resilience and skills
- Stress Risk Assessment system is currently being upgraded and to go 'live' later in the year
- Staff Survey undertaken with 38% of staff responding. Feedback currently being analysed with a view to drawing up an action plan. Full report to be taken to the Organisational Development Group and Management Team in October
- In the first 6 months of the financial year significant reduction in the number of reported health and safety accidents and violent incidents leading to a decrease in 'days lost'

SAFEGUARDING CHILDREN AND ADULTS

Item	Identified risk	Impact (Severity)	Likelihood (Probability)	Unmitigated Risk Score (I x L)	Council Priority Area(s)
3	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)	Mitigated Risk Score (I x L)		
<ul style="list-style-type: none"> Halton's Children's and Adult's Safeguarding Boards fully operational with appropriate resources and are operating within statutory guidance and towards identified priorities Representatives from the Children's and Adult's Safeguarding Boards to work in partnership through attending corresponding boards 	4	2	8	6 monthly	Strategic Directors – Communities (Dwayne Johnson) & Children and

<ul style="list-style-type: none"> Children's and Adult's Safeguarding Board's to work with strategic groups within the Borough to ensure accountability and effectiveness of safeguarding 					Enterprise (Gerald Meehan)
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Progress Commentary as at 15th September 2014

3. 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
- An integrated Adult Safeguarding Unit has been established
- The Care Act 2014 introduces new legislation to protect vulnerable adults and a working group has been established to consider the implications. The Health PPB are monitoring the progress been made with regular reports and presentations
- 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
- Child Sexual Exploitation in Rotherham report (Children Services Network - Alexis Jay) publicised. The Children's Safeguarding Unit has initiated a multi-agency group consisting of Health and Social Care and Police representatives to evaluate the implications for local practice and complete an interim report by the end of October

MERSEY GATEWAY

Item	Identified risk	Impact (Severity)	Likelihood (Probability)	Unmitigated Risk Score (I x L)	Council Priority Area(s)
4	Lack of effective project management and adherence to governance arrangements / contractual requirements could lead to either delays or increased project costs. In addition there are also operational risks associated safety and environmental issues and without effective project management these could lead to adverse publicity and reputational risks	3	4	12	Halton's Urban Renewal

Risk control measures	Residual score with measures implemented			Timescale / Review frequency	Lead Officer/s
	Impact (Severity)	Likelihood (Probability)	Mitigated Risk Score (I x L)		
<ul style="list-style-type: none"> Dedicated project team established under the leadership of an 	3	2	6	6 monthly	Chief Executive (David Parr)

<p>experienced Project Director supported by class leading professional advisers</p> <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) • Routine project assurance monitored through external bodies including specialist non-executive directors on the OPB, external Gateway Reviews(4Ps) and HM Treasury scrutiny at specific project milestones • Delivery within the Funding Framework agreed with Government that is reviewed at regular intervals and managed through the Mersey Gateway Risk Register, which is reviewed every 6 weeks by the Project Board • Maintenance of effective relationships with Government Departments (as co funders for MG) maintained by both Department for Transport and HM Treasury being represented on the Officer Project Board 					
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Progress Commentary as at 15th September 2014

4. Mersey Gateway

- The Mersey Gateway Crossings Board Ltd has been established as a special purpose vehicle and is fully staffed
- Procurement of Technical Advisor completed and to be appointed shortly
- The Mersey Gateway Crossings Board has established its own Audit Committee which is responsible for reviewing the Board's internal financial controls and the Board's internal control and risk management systems
- Monthly meetings take place between Board and Project Company on progression of project

- Board of Directors includes non-Executive Directors, who are able to observe progression of project
- Mersey Gateway Risk Register identifies contractual risks within project agreement and underlines that the balance of risks will be passed back to project team if the project remains 'as is'

COMMUNITY EXPECTATIONS

Item	Identified risk	Impact (Severity)	Likelihood (Probability)	Unmitigated Risk Score (I x L)	Council Priority Area(s)
5	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)	Mitigated Risk Score (I x L)		
<ul style="list-style-type: none"> Community engagement promoting joint communications from partners and the public is identified in the Statement of Community Engagement Commitment and is embedded in the constitution 	3	2	6	6 monthly	All Strategic Directors

<ul style="list-style-type: none"> • Utilise recognised mediums to identify, communicate and coordinate community expectations and priorities. These include: <ul style="list-style-type: none"> Surveys; Area Forums; Local and social media; Target consultation exercises for specific projects; Engagement through local Strategic Partnerships; Elected member surgeries; and Other meetings • Any decisions to cease or amend service provision that has a significant impact on communities; early warning of intended actions through direct engagement with relevant communities to invite views 					
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Progress Commentary as at 15th September 2014
5. Community Expectations

- 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
- The CIU is utilising social media to collate information from over 22,603 followers and is producing monthly reports. This also assists to expedite communications and also identify trends of community concerns, which are subsequently forwarded to relevant managers for their attention
- Examples of use of recognised mediums:
 - Surveys
 - Widnes & Runcorn Town Centres,
 - Halton2000 – the annual citizen panel survey around service specific consultations – this has been distributed to around 1,700 residents in Halton

- Area Forums
 - Ongoing including budget consultation
- Local & Social Media
 - Ongoing including publicising roadwork's on highways and the bridge
- Target consultation exercises for specific projects
 - Library review (over 1,000 responses), Children Centres

ARCHITECTURAL LANDSCAPES

Item	Identified risk	Impact (Severity)	Likelihood (Probability)	Unmitigated Risk 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)	Mitigated Risk 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 	3	2	6	6 monthly	All Strategic Directors

<ul style="list-style-type: none"> • Maintain an overview of and evaluate changes in legislation that affect Architectural Landscapes at a strategic level to ensure that they are communicated, implemented and ultimately there is coordination and collaboration of services • Protect interests by being part of the processes leading to the delivery of new arrangements 					
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Progress Commentary as at 15th September 2014

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
- Part of the development of the Directorate Business Plans involves annual external scans of the operating environment in order to ensure that future activity takes account of what will or could have an impact in the delivery of services
- Changes around Architectural Landscapes within last two years have been identified, managed and, as a result, have become embedded. These include Health and Wellbeing Board and Police and Crime Commissioner. There are unlikely to be further changes until after the General Election

PARTNERSHIPS

Item	Identified risk	Impact (Severity)	Likelihood (Probability)	Unmitigated Risk 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)	Mitigated Risk Score (I x L)		
<ul style="list-style-type: none"> Halton Strategic Partnership Board (HSPB) that facilitates interagency 	2	2	4	6 monthly	Chief Executive (David Parr)

<p>collaboration and cooperation to maximise available resources in the pursuit of agreed strategic goals</p> <ul style="list-style-type: none"> • Service efficiency by strengthening partnership working arrangements with the voluntary and community sectors through a shared Community Strategy Performance Framework and also enabling and influencing them to deliver at local levels • Maintain financial probity with the 'pool' budgets with partners through effective governance arrangements • Through engagement with communities and partners on service priorities; to identify alternative forms of delivery 					
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Progress Commentary as at 15th September 2014

7. Partnerships

- Performance reports provide information concerning activities being undertaken to progress individual performance measures 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
- The HSPB continues to monitor the external influences and coordinates the different responses with its partners
- The results of the Peer Review have been discussed at the HSPB including the need to influence and enable partners to deliver their own services
- Example of collaboration and coordination within partnerships includes closer working (multi-disciplinary teams) with the Clinical Commissioning Group, Domestic Violence Unit
- Example of 'pooling budgets' includes a government initiative, 'Better Care Fund', that integrates services with the objective of reducing the amount of non-elective admissions to hospitals
- Asset Management Working Group exploring the potential for efficiency savings and improved services through the coordination and sharing of assets with partner organisations. This includes co-locating services with CCG, Health Visitors at Children Centres, Red Cross & Food Bank at Oakmeadow

FUNDING AND INCOME GENERATION

Item	Identified risk	Impact (Severity)	Likelihood (Probability)	Unmitigated Risk 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)	Mitigated Risk Score (I x L)		
<ul style="list-style-type: none"> Continue to identify funding streams and income generating options through horizon scanning alternative untapped funding opportunities and shared partnerships with 3rd sector, private sector, and other public sector bodies 	2	2	4	6 monthly	All Strategic Directors

<ul style="list-style-type: none"> • During the budget setting process Directorates to annually identify and prioritise requirements for funding and ensure that there are systems capture and report when funding comes to an end • Commercially focussed through establishing trading and income generation possibilities in order to protect and effectively use funds • Intelligent procurement processes for spending of goods and services that leads to annual savings targets 					
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Progress Commentary as at 15th September 2014

8. Funding and Income Generation

- The use of the Chest within Procurement is now established for all spending by services for over £1K
- The Chest assists to reassure that there are competitive processes and drive market prices down. This 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 have been approved by Executive Board
- External Funding provides information on specific funding streams to both internal and external officers. This is promulgated through a monthly funding bulletin, giving the latest information on funding sources, and a Policy Briefing that provides funding update relevant to local authority bids
- An annual Impact Assessment Report is completed that summarises the funding support provided year on year and gauges the impact of the funding received on the projects supported
- As part of income generation, internal Departments are providing services to external organisations, e.g. ICT to North West Employees and Sefton Council
- The total funding secured by External Funding over the last three years is:

- 2011-12 = £8,707,688
- 2012-13 = £8,796,171
- 2013-14 = £2,746,332

(Note: The first two years included large amounts of funding for projects such as Sci-Tech Daresbury from Regional Growth, Growing Places Funds, etc.)

FRAUD

Item	Identified risk	Impact (Severity)	Likelihood (Probability)	Unmitigated Risk 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)	Mitigated Risk Score (I x L)		

<p><u>External</u></p> <ul style="list-style-type: none"> • Dedicated Housing Benefit / Council Tax Reduction Scheme anti-fraud section to investigate and, where necessary, prosecute fraud and corruption • Joint working with other agencies including the Department for Work and Pensions to assist to investigate and detect Housing Benefit and Council Tax Benefit fraud <p><u>Internal</u></p> <ul style="list-style-type: none"> • Employment of rigorous internal processes including: <ul style="list-style-type: none"> Relevant policies and systems, e.g. Procurement policy, Standing Orders, etc.; Pre-employment checks of new employees; Whistleblowing arrangements; Fraud and bribery awareness through Elearning; and Continuous internal audit programme of the Council's systems and services 	3	2	6	6 monthly	Strategic Director Policy & Resources (Ian Leivesley)
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Progress Commentary as at 15th September 2014

9. Fraud

External

- During 2013/14 the fraud section achieved 3 formal cautions, 38 Administrative Penalties and 45 successful prosecutions
- For the period 1st April 2014 – 31st August 2014 - 16 Administrative Penalties have been issued and also 17 successful prosecutions
- It is proposed that Council's HB Fraud staff will transfer to a Single Fraud Investigation Service

Internal

- No employee fraud identified in 2013/14
- E-learning module on fraud awareness circulated to all staff
- Council's Whistleblowing Policy approved and plans for roll-out and training to be approved by Business Efficient Board on the 24th September

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
3.0		31.3.14	Reviewed and updated in line with the Corporate Peer Challenge and the revised Business Planning Process and associated guidance notes	13.10.14
3.1		15.9.14	Progress Commentary	27.3.15

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.