

Corporate Risk Register

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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 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"> 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 appropriate 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 	4	4	12	6 monthly	Strategic Director Policy & Resources (Ian Leivesley)

¹ For scoring mechanism see Appendix 'A'

<p>with relevant mitigating measures</p> <ul style="list-style-type: none"> • 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 					
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Progress Commentary as at 15th September 2015

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 have considered and approved the 1st tranche of budget savings proposals for each Directorate and the 2nd tranche was taken to the group in September
- 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 Director and Procurement team supporting neighbouring Authorities

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 and respond to emergency situations in line with Council Priorities as a result of the impact of budget cuts	4	4	16	Corporate Effectiveness and 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 priorities • 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 	4	4	12	6 monthly	All Strategic Directors

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 identifies key developments on emerging issues and also 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 Policy, People, Performance and Efficiency Division established that is intended to provide an integrated and multidisciplinary approach to meet both corporate and Directorate needs
- Corporate Stress Survey conducted this year and results included 'over 87% of respondents felt that they were able to approach their manager for support during times of stress' and '72% feeling that their workload is achievable during a working day'. The latter mirrors the staff survey conducted last year where 70% of staff agreed that they could meet job requirements without working excessive hours

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	4	16	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 Children's and Adult's Safeguarding Board's to work with strategic groups within the Borough to ensure accountability and effectiveness of safeguarding In order to provide a multi-agency response to the needs of children at risk of or being sexually exploited, multi agency team initiated overseen by project board Improve the health and wellbeing of children and adults through early intervention and treatment services delivered in house and externally via a range of providers and partners 	4	3	12	6 monthly	Strategic Directors – Communities (Dwayne Johnson) & Children and Enterprise (Gerald Meehan)

Progress Commentary as at 15th September 2015

3. Safeguarding Children and Adults

- Halton's Integrated Children's and Adult's Safeguarding Boards are fully operational. They are operating within statutory guidance and are providing resources as required
- Representatives from the Children's and Adult's Safeguarding Boards work in partnership and attend at corresponding boards. They have reciprocal arrangements including joint training events and assisting each other to carry out objective audits
- The Care Act 2014 introduced new legislation to protect vulnerable adults and policies are currently being developed in relation to specific aspects, e.g. Modern Slavery and People Trafficking
- Peer Review of Adult Services to be conducted in the new year
- Children's Board monitors work around the implementation of the Ofsted action plan and continues to work with strategic groups within the Borough to ensure accountability and effectiveness of safeguarding. This includes a programme of randomly selected audits of the management of cases
- Children's Board produces an annual report containing priorities and includes measurement on the effectiveness of arrangements. Progress is 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. There are quarterly reports taken to the Children's Board to monitor the effectiveness of the Unit

COMMUNITY EXPECTATIONS

Item	Identified risk	Impact (Severity)	Likelihood (Probability)	Unmitigated Risk 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 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"> • Consultation and community engagement embedded in the partnership constitution • Utilise recognised mediums to identify, communicate and coordinate community expectations and priorities. These include: <ul style="list-style-type: none"> Surveys; Customer analysis; On line services including consultation finder; Area Forums; Local and social media; Target consultation exercises for specific projects; Engagement through the activities of the specialist Strategic Partnerships; Service user groups; Elected member surgeries; and 	3	3	9	6 monthly	All Strategic Directors

<p>Other meetings</p> <ul style="list-style-type: none"> • Conducting Equality Impact Assessments with new and revised Policies • Honesty and integrity by the Authority in communicating with the public having regard to reducing budgets including promoting a self-help agenda • 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 2015

4. Community Expectations

- Customer Intelligence Unit (CIU) 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 annual reports. This also assists to expedite communications and also identify trends of community concerns, which are subsequently forwarded to relevant managers for their attention
- Website is regularly updated with the latest Equality Impact Assessments around any changes to policies and services
- Examples of use of recognised mediums:
 - Surveys
 - Library Survey
 - Pharmaceutical needs survey
 - Area Forums
 - Ongoing including budget consultation
 - Local & Social Media
 - Ongoing including publicising roadwork's on highways and the bridge
 - How much does your council tax pay for

- Monitoring of social media information around the incinerator
- Green Bin subscription

MERSEY GATEWAY

Item	Identified risk	Impact (Severity)	Likelihood (Probability)	Unmitigated Risk Score (I x L)	Council Priority Area(s)
5	Lack of effective management of, and adherence to governance arrangements / contractual requirements, which could lead to either delays or increased project costs. In addition these could also lead to adverse publicity and reputational risks to the Council	4	3	12	Environment and Regeneration / Employment, Learning and Skills

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 company (Mersey Gateway Crossings Board Ltd) now established, with suitably experienced staff and directors, both Executive and Non-executive, and supported by class leading professional advisers. The relationship between Council and MGCB is detailed within a Governance Agreement CEO of the Council is also the acting interim CEO of Mersey Gateway Crossings Board Ltd for two years Routine project assurance monitored through external bodies including specialist non-executive directors and advisers on the Board of Directors of MGCB, external Gateway Reviews (4Ps) Department for Transport 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 	4	1	4	6 monthly	Chief Executive (David Parr)

<p>Gateway Crossings Board's Risk Register, which is reviewed regularly by both the Audit Committee and the Board of Directors</p> <ul style="list-style-type: none"> 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 Board of Directors of MGCB 					
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Progress Commentary as at 15th September 2015

5. 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
- 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
- The external auditors have completed the 1st audit of accounts and Board has been given a 'clean bill of health'
- 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'

PARTNERSHIPS

Item	Identified risk	Impact (Severity)	Likelihood (Probability)	Unmitigated Risk Score (I x L)	Council Priority Area(s)
6	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 / Environment and Regeneration

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 collaboration and cooperation to maximise available resources in the pursuit of agreed strategic goals Service efficiency by strengthening partnership working arrangements with the voluntary community and faith sectors through a shared strategic vision and delivery plan thus enabling and influencing partners to deliver at local levels Maintain financial probity with the 'pool' budgets, as appropriate, with partners through effective governance arrangements Through engagement with communities and partners on service priorities; to identify and design alternative forms of delivery, as appropriate 	2	2	4	6 monthly	Chief Executive (David Parr)

6. 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 Halton Strategic Partnership structure and continue to provide a coordinated approach to services
- The HSPB continues to monitor the external influences and appropriately responds with its partners
- The financial risk for the Authority as an accountable body for the HSPB has significantly reduced due to the fact that there is no longer a dedicated budget
- Reputation and Governance Risks are managed via HSPB constitution, which reflect the Authority guidelines
- An example of collaboration and coordination within partnerships includes closer working (multi-disciplinary teams) with the Clinical Commissioning Group and the Domestic Violence Unit
- Asset Management Working Group exploring the potential for efficiency savings and improved services through the coordination and sharing of assets with partner organisations
- Better Care Fund plan has been implemented and effective governance arrangements are in place to monitor its progress, via the Health and Wellbeing Board.

ARCHITECTURAL LANDSCAPES

Item	Identified risk	Impact (Severity)	Likelihood (Probability)	Unmitigated Risk Score (I x L)	Council Priority Area(s)
7	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 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 	3	1	3	6 monthly	All Strategic Directors

7. 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 couple of years have been identified, managed and, as a result, have become embedded. These include Health and Wellbeing Board and Police and Crime Commissioner
- Legislative changes will be incorporated into partnership arrangements and shared with partners as appropriate, e.g. the Deregulation Bill
- There are close working arrangements between Adult Social Care and health services

FRAUD

Item	Identified risk	Impact (Severity)	Likelihood (Probability)	Unmitigated Risk Score (I x L)	Council Priority Area(s)
8	Inadequate control systems lead to an increase in fraud and financial loss	3	3	9	Corporate Effectiveness and 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"> • The Business Efficiency Board monitors and reviews the adequacy of the Council's anti-fraud and corruption policies and arrangements <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 fraud • The Council shares a joint resource with the other Cheshire local authorities that is used to undertake proactive forensic analysis, investigation and awareness-raising in areas identified with a high risk of fraud <p><u>Internal</u></p> <ul style="list-style-type: none"> • The Council maintains an effective system of internal control, which includes: <ul style="list-style-type: none"> - Relevant policies and systems, e.g. Procurement Standing Orders, Finance Standing Orders, etc.; 	3	3	9	6 monthly	Strategic Director Policy & Resources (Ian Leivesley)

<ul style="list-style-type: none"> - Rigorous pre-employment checks of new employees; - Whistleblowing arrangements; - Anti-Fraud & Corruption Strategy; - Fraud Response Plan; - Fraud and bribery awareness training; and - A continuous internal audit of the Council's systems and services 					
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Progress Commentary as at 15th September 2015

8. Fraud

External

- Between the 1st April 2015 and 31st July 2015 the Fraud Team has undertaken 48 investigations, issued 8 Administrative Penalties and achieved 5 successful prosecutions
- The Fraud Team undertake joint investigations with the Department for Works and Pensions which can result in successful prosecutions
- The work with neighbouring authorities extends to quarterly meetings with other Cheshire authorities to share best practice and to discuss related fraud matters

Internal

- No employee fraud identified in 2014/15
- E-learning module on fraud awareness circulated to all staff
- Council's Whistleblowing Policy approved and Internal Audit oversees the records and investigations. In 2014/15 2 incidents were reported

FUNDING AND INCOME GENERATION

Item	Identified risk	Impact (Severity)	Likelihood (Probability)	Unmitigated Risk Score (I x L)	Council Priority Area(s)
9	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 • 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 • Corporate procurement practices are consistently utilised 	2	2	4	6 monthly	All Strategic Directors

9. 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
- External Funding provides information on specific funding streams to both internal and external officers. This is promulgated through Funding Bulletins on different themes including specific promotion of funding streams, bid-writing support for schools and funding searches for specific projects
- Bi-annual Impact Assessment reports are taken to Management Team on funding secured and this includes pipeline projects comparisons with neighbouring authorities
- 2014-15 External Funding secured £3.01 million
- Bid-Writing manual is to be sold externally with a view to generating external income
- As part of income generation, internal Departments are providing services to external organisations, e.g. ICT to North West Employees and Sefton Council

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	28.3.14
4.0		10.4.15	Reviewed and updated	12.10.15
4.1		15.9.15	Progress Commentary	28.3.16

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.