

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	16	6 monthly	Strategic Director Community & Resources (Ian Leivesley)

¹ For scoring mechanism see Appendix 'A'

<p>with relevant mitigating measures</p> <ul style="list-style-type: none"> • Exploring the potential for collaboration with neighbouring Local Authorities • Developing iterative processes to ensure that opportunities for partnership working are explored and, where appropriate, embraced 					
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Progress Commentary as at 1st September 2016

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 will be considering the 1st tranche of budget savings proposals for each Directorate in October
- Examples of shared services include the Integrated Youth Support and Mental Health Divisional Managers 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"> • Maintaining a supportive working environment through shared service organisational ethos, pride and value across Members, staff, management, Unions and partners • Focusing 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 • Maintaining a workforce that are skilled, informed, flexible and competent in order to ensure that they deliver efficient and effective services • Keeping the ability and capability to respond to emergencies under review 	4	4	16	6 monthly	All Strategic Directors

Progress Commentary as at 1st September 2016

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
- Policy, People, Performance and Efficiency Division is providing an integrated and multi-disciplinary approach to meet both corporate and Directorate needs
- Managing Attendance Policy has been revised with a view to streamlining processes and with the ultimate aim to reduce the average number days lost per person with sickness
- New Organisational Development Strategy was launched in April and is designed to assist the Authority to become more resilient

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 • Improving 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 Director People & Economy (Gerald Meehan)

Progress Commentary as at 1st September 2016

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 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 panel assists in identifying young people at risk and agree on intervention measures
- A multi-disciplinary group, ICART, set up as a pilot project. The group streamlines processes by carrying out 360 degree assessments of 'high end' level 2 families with complex needs with a view to providing relevant advice, signposting and referrals

CHANGES TO GOVERNANCE ARRANGEMENTS

Item	Identified risk	Impact (Severity)	Likelihood (Probability)	Unmitigated Risk Score (I x L)	Council Priority Area(s)
4	Changes to Government arrangements and other public sector organisations could potentially lead to a deterioration of local services	4	4	16	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"> • Ensuring that the Council plays an active role in the Combined Authority for the Liverpool City Region • The potential impact on resources of schools moving to Academy status is being monitored through early engagement to gain an understanding of the level of risk 	4	2	8	6 monthly	Chief Executive (David Parr)

Progress Commentary as at 1st September 2016

4. Changes to Governance Arrangements

- There are a number of senior officers and Members actively engaged different groups within the Combined Authority for the Liverpool City Region
- The officers and Members had an input into the development of the strategy document for the Combined Authority
- There have been benefits to the partnership approach within the Combined Authority as has provided greater opportunities to access funding and initiatives. An example is that it has provided 3 years funding for the maintenance of the Silver Jubilee Bridge
- Although changes to force through conversion to Academies by 2022 have been dropped by the Government; monitoring is still taking place to establish if schools will be seeking conversion

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 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 • Utilising 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; 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 Other meetings 	3	3	9	6 monthly	All Strategic Directors

<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 1st September 2016

5. 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 and at present they are conducting one consultation exercise per week
- The CIU is utilising social media to collate information from over 20,000+ 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
 - Children Centres
 - Widnes Market
 - Local & Social Media
 - Ongoing including promoting Fostering Services
 - How much does your council tax pay for

MERSEY GATEWAY

Item	Identified risk	Impact (Severity)	Likelihood (Probability)	Unmitigated Risk Score (I x L)	Council Priority Area(s)
6	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. This provides continuity of knowledge from the inception of the project and also assists with the interface between the Council and Mersey Gateway Crossings Board Ltd 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 	4	1	4	6 monthly	Chief Executive (David Parr)

<ul style="list-style-type: none"> • Delivery within the Funding Framework agreed with Government that is reviewed at regular intervals and managed through the Mersey Gateway Crossings Board's Risk Register, which is reviewed regularly by both the Audit Committee and the Board of Directors • 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 1st September 2016

6. Mersey Gateway

- The Mersey Gateway Crossings Board Ltd has been established as a special purpose vehicle and is fully staffed
- Construction remains on schedule to deliver the project by Autumn 2017
- Reporting format to Council on progress of project agreed. A report is completed every 6 months and is taken to the Executive Board
- 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 Committee has completed a performance review that highlighted no major concerns and presented the findings to be Board
- The external auditors have completed the 2nd 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)
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 / 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"> • Having efficient and effective arrangements with external partners through a shared strategic vision and action plans enables and influences partners to deliver at local levels • Maintaining financial probity with the 'pool' budgets, as appropriate, with partners through effective governance arrangements • Engagement with communities and partners on service priorities in order to identify and design alternative forms of delivery, as appropriate 	2	2	4	6 monthly	Chief Executive (David Parr)

7. Partnerships

- Partnerships predominantly operate through the Halton Strategic Partnership structure and continue to provide a strategic overview of delivery
- The financial risk for the Authority as an accountable body for the Strategic Partnership has significantly reduced due to the fact that there is no longer a dedicated budget
- Reputation and Governance Risks are managed via the Partnership constitution, which reflect the Authority guidelines. Also, each thematic partner has their own terms of reference
- An example of collaboration and coordination within partnerships includes closer working (multi-disciplinary teams) with the Troubled Families, ICART, CAMHS
- Asset Management Working Group exploring the potential for efficiency savings and improved services through the coordination and sharing of assets with partner organisations and identifying services delivered within a particular area
- Better Care Fund plan has been implemented and effective governance arrangements are in place to monitor its progress, via the Health and Wellbeing Board.

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"> • The Authority is an active participant in the National Fraud Initiative <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.; - 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 	3	2	6	6 monthly	Strategic Director Community & Resources (Ian Leivesley)

Progress Commentary as at 1st September 2016

8. Fraud

External

- In September 2015 the Council transferred fraud investigator posts to the Department of Work and Pensions. In order to ensure that the Council maintained capacity to investigate fraud, two new Investigation Officer posts have been created focussing their work on Council payments such as Single Person Discounts and Council Tax Reduction Scheme. Since that date the team has investigated around 4,000 cases, checked 3,500 accounts leading to £35,000+ savings
- Meetings take place with other Cheshire authorities to share best practice and to discuss fraud related matters
- Fraud Awareness publicity campaign planned for Autumn

Internal

- Report taken to the Business Efficiency Board in June highlighting that there have been 6 incidents of fraud investigated in 2015/16
- Council's Whistleblowing Policy approved and Internal Audit oversees the records and investigations. In 2015/16 3 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"> • Continuing 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 identify and prioritise funding requirements biannually including ensuring that there are systems to capture and report when funding comes to an end • Corporate Funding Development team has meetings with all Departments to identify funding requirements and signpost to specific funding streams • 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
- 2015-16 External Funding secured £3.01 million
- Bid-Writing manual are being promoted and 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, Mersey Travel 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	01.04.13
2.0		13.3.13	Reviewed and updated	01.04.14
2.1		20.9.13	Progress Commentary	01.04.14
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	01.04.15
3.1		15.9.14	Progress Commentary	01.04.15
4.0		10.4.15	Reviewed and updated	01.04.16
4.1		10.09.15	Progress Commentary	01.04.16
5.0		01.04.16	Reviewed and updated. Replaced Architectural Landscapes with Changes to	01.04.17

			Government Arrangements	
5.1		01.09.16	Progress Commentary	01.04.17

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
12-16	High
6-9	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.