

Wolverhampton City Council

OPEN INFORMATION ITEM

Audit Committee

Date **8 July 2013**

Originating Service Group(s)

DELIVERY

Contact Officer(s)/

David Johnston

Telephone Number(s)

4565

Title/Subject Matter

CORPORATE RISK REGISTER - UPDATE

SUMMARY

That the Committee notes and comments on the current list of Corporate Risks as reviewed by the Strategic Executive Board and the Corporate Delivery Board and recorded in the attached Corporate Risk Register and the actions being taken to manage them.

1. PURPOSE AND BACKGROUND

- 1.1 The Assurance Framework is a key element in the Council's system of internal control and is designed to identify, evaluate the impact of and manage the high-level risks (Corporate Risks) to the delivery of the Corporate Objectives
- 1.2 It should be noted that:
- i) Corporate Risks are events that could impact on the Council's achievement of the aims of the Corporate Plan and also its longer term objectives.
 - ii) they include significant events that could impact upon the infrastructure and the efficient operation of the Council
 - iii) these risks should cover the full range of principal objectives
 - iv) these are risks that are likely to require ongoing control and are unlikely to be fully resolved.
- 1.3 Below this level the Directorates maintain operational risk registers that summarise the risks to the achievement of Directorate objectives. This process ensures that risks are captured and monitored and that appropriate actions are taken to manage them within individual service areas

2. DETAILS

- 2.1 Following the approach agreed by the Strategic Executive Board and Corporate Delivery Board and in accordance with the Risk Management Policy and Strategy the Corporate Risk Register agreed in August 2012 is to be reviewed on a quarterly basis.
- 2.2 Meetings have been held with the relevant risk owners (Directors and Assistant Directors) in respect of the Corporate Risks directly related to the portfolios of services which provide the key control measures.

Discussion points:

- i) the completeness of the Risk Description
- ii) the scoring - probability and impact
- iii) the current control measures managing the risk
- iv) any additional controls which should be implemented

The results of the recent review are incorporated in the attached updated Corporate Risk Register agreed by the Strategic Directors and Assistant Directors. (Appendix 1)

3. COMMENTARY ON CORPORATE RISKS

CR1 Safeguarding

Detailed improvement plan underway following external reviews and inspections. Community Directorate closely monitoring progress.

CR2 Life Chances for Young People; CR3 Increase in Unemployment

Development of closer links between schools and business.
Coordinated approach with Economic Development on job opportunities

CR4 Demographic Pressures

Action plan updated to reflect recent research into LAC population.
Assistant Directors in Community still regularly reviewing the impact score for this risk given the ongoing budgetary pressures in this area; - this revision would move this risk into the RED zone. However, it has been decided to maintain the current score at this review and closely monitor developments and pressures.

CR5 Perception of Crime

Formation of Local Police and Crime Board and Anti-Social Behaviour Unit

CR6 Regeneration; CR7 Business Relationships and Economic Delivery

Continued marketing and focused development activity aligned to the Corporate Aims.

CR8 Welfare Reform

Revised programme structure and projects

CR9 Asset Management and Planning; CR10 Assets; CR11 Assets

Roles and responsibilities clarified; programme of work mapped out, reports commissioned.

CR12 Emergency Preparedness/Major Incident Response

Consistent progress in development of the MIRP.
Corporate Resilience Board to be established in July 2013.
Risk Score reduced from 9 to 6

CR13 Corporate Responsibilities – H&S

Significant progress in the areas of Lone Working management and the formation of a corporate Potentially Violent Persons register. Pilot programme running.

CR14 Corporate Responsibilities - Equality

Resources in place, policy development progressing. Reduction in Probability score from 3 to 2, risk now AMBER

CR15 Equal Pay and Single Status

Single Status implementation completed. Ongoing Equal Pay risks and issues to be managed by the Pay Strategy Board and as BAU for HR team.

CR16 FuturePractice - Information Governance

Update IG policies approved and framework in place; Data controllers being identified

CR17 C3 Transformation Programme - Organisational Change

Programmes and methodology agreed ; Controls ongoing

CR18 C3 FutureWorks

Agilysis appointed and mobilisation complete. Programme on track.

CR19 Revenue and Capital Budget

Considered AMBER at present for 2013/14, but long term at RED

CR20 Payroll

Reduction in risk 'triggers' as we have implemented Single Status.
Key aspects of changes required to comply with HMRC still present significant challenges

CR21 FuturePractice

Transformation programme underway.C3 acting as a driver.

CR22 Schools – New Corporate Risk

Potential for ongoing Equal Pay claims due to non-compliance of schools with the Single Status collective agreement on Pay and Conditions.

4. FINANCIAL IMPLICATIONS

4.1 The financial implications of the management of the Corporate Risks are individually identified in the Risk Control plans. [GE/24062013/S]

5. LEGAL IMPLICATIONS

5.1 The legal implications of the management of the Corporate Risks are individually identified in the Risk Control plans. [MW/24062013/X]

6. EQUALITY IMPLICATIONS

6.1 The equality implications of the management of the Corporate Risks are individually identified in the Risk Control plans

7. ENVIRONMENTAL IMPLICATIONS

7.1 The environmental implications of the management of the Corporate Risks are individually identified in the Risk Control plans

The Governance & Assurance Framework

- Corporate **Objectives**
- Corporate (Strategic) **Risks**
- **Controls** to Mitigate the Risks
- Sources of **Assurance**
- Identifying and addressing the **Gaps**

The Assurance Framework Life Cycle

Identification of	Corporate Objectives	the Corporate Plan
Assessment of	Corporate (Strategic) Risks	Risk Workshops
Identification of	Key Controls	Risk Management Plans
Identification of	Sources of Assurance	Service Plans, Project Plans, Corporate Policies, External Reviews
Analysis of	Assurance on Key Controls	Risk Management & Insurance Corporate Risk Management Group Internal and External Audit

Reports to Audit Committee on	Assurance on Key Controls Gaps in Key Controls Gaps in Sources of Assurance	{ Risk Management & Insurance Corporate Risk Management Group Internal and External Audit
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Response

Action Plans

Directors, Management Teams, Project Teams

Wolverhampton City Council - Corporate Risk Register

Corporate Risks are events that could impact on the Council's achievement of the aims of the Corporate Plan and also its longer term objectives.
They include significant events that could impact upon the infrastructure and the efficient operation of the Council

The Corporate Aims

1. Encouraging Enterprise and Business
2. Empowering People and Communities
3. Re-invigorating the City
4. Confident, Capable Council

Profile of Risk Scores

CR1 CR8 CR17 CR19 CR22
CR2 CR3 CR4 CR5 CR6 CR7 CR9 CR10 CR11 CR12 CR13 CR 14 CR15 CR16 CR18 CR20 CR21

Identification							Original Evaluation			Mitigating actions	Current Evaluation			Review Position
Risk No	Corporate Category	Corporate Aim	Risk - Cause / Event	Risk - Consequence / Impact	Risk Owner	Status	Probability	Impact	Risk score	Treatment / Controls	Probability	Impact	Risk Score	Comments
CR1	Legal, Customer / Citizen	2	Safeguarding Safeguarding procedures and quality assurance processes fail to adequately manage safeguarding issues, and children and vulnerable adults are not protected from abuse	Consequence: Death, serious abuse or injury to a vulnerable child or adult where the Council has not completely fulfilled its responsibilities Impact: Reduced public confidence; emergency measures; increased inspection.	AD R Willoughby	Open	3	5	15	Existing Controls <ul style="list-style-type: none"> Multi-agency Safeguarding Boards in place which receive performance management reports Safeguarding Procedures, monitored during on-going supervision, and via service quality monitoring arrangements including case file audits. Children and Adults Safeguarding Practice Guidance and Procedures in place for Partners Sharing information frameworks in place Comprehensive and robust recruitment and training and development policies for staff, including safer employment practices and arrangements for induction and ongoing development. Clear arrangements in place for managing allegations against staff and whistle blowing procedures in place Effective implementation of the Common Assessment Framework to identify children at risk. Child protection procedures in place including collaboration with the Police Continuous process of updating practice and procedures, linking to local and national statutory guidance, including learning from local and national reviews such as Serious Case 	3	5	15	Nov 2012 Safeguarding peer reviews by LGA to take place 2013. Safeguarding Boards receive reports of Serious Case Reviews and have a process of ensuring actions are implemented by the LA and partners. Mar 2013 Safeguarding LGA peer review underway. Peer review findings to result in a Safeguarding implementation plan to be monitored closely. Need to closely monitor the impact of Single Status on key social work groups particularly in respect of staff retention. June 2013 Peer review findings have highlighted some key areas for improvement - quality of and completion rate of care assessments - workforce development for social workers Improvement plan instigated which is monitored monthly within the Directorate. In addition a 'neglect' thematic inspection has recently taken place and concerns were expressed about decision making within the duty and assessment (initial intake) team. Actions have been incorporated into the improvement plan. It is anticipated that a full external Ofsted Inspection will take place within the next few months
CR2	Social, Customer/ Citizen	2	Life chances for young people Failure to meet the educational needs of young people and provide them with post-education opportunities	Consequence: Reduced life chances for young people Potential for long-term inequalities in our communities: Lack of employment opportunities leading to poorer mental health, increase in Nets, loss of community cohesion. possible increase in substance misuse and mental health issues. Impact: Increased future costs, Increased demand for services	AD T Westwood	Open	3	3	9	Existing Controls <ul style="list-style-type: none"> Re-engineering curriculum delivery in schools to maximise opportunities for young people Appropriate challenge issued by the Local Authority to underperforming schools Local Authority brokerage of additional support to underperforming schools Facilitating dialogue between schools and local business to identify skills necessary to support business enterprise and encourage business leaders to become governors. 	3	3	9	Nov 2012 Controls ongoing Mar 2013 Controls ongoing June 2013 Peer review scheduled for July. SEB/CDB - challenge session scheduled.

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CR3	Social, Customer/ Citizen	1, 2	Increase in unemployment Lack of employment opportunities for local people unable to compete in the labour market	Consequence: Potential for long-term inequalities in our communities: leading to poorer mental health, increase in Nets, increase in young people leaving the City, loss of community cohesion. Impact: Increased future costs, increased demand for services	AD T Westwood	Open	3	3	9	Existing controls <ul style="list-style-type: none">• Use of Council procurement opportunities (such as BSF) to increase employment chances• Greater emphasis on up-skilling young people - Skills Strategy Proposed control <ul style="list-style-type: none">• Seek to maximise apprenticeships around Section 106 agreements	3	3	9	Nov 2012 Controls ongoing Mar 2013 Controls ongoing June 2013 Development and constructive dialogue between business leaders and schools. Ongoing work with economic development on job opportunities	
CR4	Social, Customer/ Citizen	2,3	Demographic Pressures Demographic pressures – increasing numbers of elderly service users; increasing numbers of service users with learning disabilities living longer, increasing number of looked after children	Consequence: Increased future costs, increased demand for services Impact: The needs of adults and children can not be fully met Adverse affect on strategic objectives Increased risk to vulnerable adults and children	AD J Weisby/A Ivko	Open	4	3	12	Existing <ul style="list-style-type: none">• The issues of Adult Social Pressures have been identified and mapped over preceding years – principal control measure is the use of agreed hypothecated incremental funding to support the existing Adult Strategies and Programmes.• LAC – early intervention strategy and action plans• Improvements in place to accelerate the ‘permanency’ process – adoption or other care placement.• Strategies to manage the financial pressures• Analysis of previous years to identify trends/patterns	4	3	12	Nov 2012 <ul style="list-style-type: none">• Ongoing reviews of the strategic financial controls in each Service area – a move to a more ‘holistic’ approach to pressures and long term issues.• Independent research into the LAC profile carried out• Further research has now been commissioned to refine our information and knowledge• External review of our assessment and understanding of our LAC profile carried recently validates our position• Additional research into different early intervention strategies – ‘can we do something different’• Unpredictable budget pressures continue irrespective of ‘modelling’• LAC Transformation Programme in place Mar 2013 Dartington Research Unit currently examining our LAC population and early intervention strategies with a view to developing an action plan Whole family intervention team being set up drawing on short term funds available Troubled families initiative in place which will support families including many whose children are at risk June 2013 Extra research into LAC population completed; revised action plan developed by LAC Transformation Group. Peer challenge in June - ‘how to safely reduce LAC numbers’	
CR5	Social, Customer/ Citizen	2,3	Perception of Crime Community Safety – perception of crime and the reputation of the City	Consequence; Negative public image of the City as viewed as ‘unsafe’ Impact Adverse effect on business and retail activity Restriction on growth	AD K Jones	Open	4	3	12	Existing <ul style="list-style-type: none">• Partnership working through re-invigorating the City Cluster and Safer Wolverhampton Partnership• Employment of Neighbour hood Wardens• PACT/Tasking Framework• Promotional Campaigns eg ‘Keep it Safe’ Proposed <ul style="list-style-type: none">• Re-launch ‘Keep it Safe’ – as Better in Wolverhampton with more positive messages• Work with partners on a joint marketing strategy for the City	4	3	12	Nov 2012 <ul style="list-style-type: none">• Increase in SWP performance measures• Keep it safe in Wolverhampton – new task and finish group convened.• New campaign being launched• Ending youth and gang violence programme Mar 2103 Controls ongoing June 2013 Establishing the Local Police and Crime Board To include representation from neighbourhoods, communities and business Launch of newly formed anti-social behaviour unit	

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CR6	Customer/ Citizen	1, 3	Regeneration Economic recession has reduced the availability of funding for developments in the City. Funding from external sources is severely limited	Consequence; Key infrastructure developments and initiatives can not be delivered Impact; Local economy does not develop; Lack of employment opportunities Negative effect on social and community outcomes	AD N Edwards K Jones	Open	3	4	12	Existing <ul style="list-style-type: none"> • Accessing Growing Places Funding • Reorganisation of the Council's operational structure to maximise available opportunities – a 'one council' approach on regeneration • Clearer focus on 3 priorities via the agreed City Strategy to maximise the benefit of available funding <ul style="list-style-type: none"> - encourage enterprise and business - empowering communities - re-invigorating the city Proposed <ul style="list-style-type: none"> • Marketing and promotion of the city that reflects the 'real' opportunities available • City Centre regeneration programme • Bilston regeneration programme • Housing regeneration programme • A planning platform focussed on development • Improve partnerships (HCA/BCC) and a stronger focus on the role of private developers and funders 	3	4	12	Nov 2012 • GPF – accessed and being utilised <ul style="list-style-type: none"> • 'Mapping' exercise undertaken to determine external funding • Bid for BT Broadband as part of 'Superconnected Cities' • Accessing Regional Growth Funding • Principles of City Funding and Cross-Sector Funding Group to be established supporting the City Strategy • New Funding Officer appointed and in post • New Head of Comms and Marketing in post and developing proposals for a City Marketing Strategy – includes a 'city branding' exercise • Prospectus launched and DTZ advising on presentation to maximise development impact/ Youth Zone planned/ Redevelopment of the Mander Centre/ 2cnd Interchange • Bilston – revision to potential development opportunities • Housing Strategy developed in conjunction with the HCA – consideration of self-build opportunities and various funding models Mar 2013 Funding - cross sector group established and managed by WCC; third sector, University, Black Country Chamber, police. Successful ERDF bid for small business - WCC lead on behalf of Black Country authorities. Marketing - workshop at Black Country level; developing a strategy and act Campaigns to promote; JLR supply chain; Enterprise Zone and the visitor e June 2013 AD PEC leading the development of the Black Country EU investment strate	
CR7	Customer/ Citizen	1, 3	Business relationships and economic delivery Perception of the business community that Wolverhampton does not address barriers to growth	Consequence Key business partners do not engage with the Public Sector to maximise opportunities for collaboration Impact Economic growth and benefits to residents do not emerge	AD N Edwards K Jones	Open	3	4	12	Existing <ul style="list-style-type: none"> • Proactive dialogue with business with a view to removing barriers and changing perceptions. • Proactive dialogue with developers and investors to improve business infrastructure • Reorganisation of the Council's operational structure to maximise available opportunities – a 'one council' approach on to economic development and physical regeneration • Participation in the Black Country LEP • Supporting business led groups and networks eg Business Champions • Setting up of a Business Solution Centre, Find it and other business programmes Proposed <ul style="list-style-type: none"> • Strengthen the marketing and promotion of the city, including commissioning professional advice • A planning platform focussed on development • Establish Enterprise and Business Clusters • Identify and bring forward employment land in conjunction with South Staffordshire • Engagement of professional advisors to promote the City to a wider audience 	3	4	12	Nov 2012 <ul style="list-style-type: none"> • Active engagement with developers – Delancey, Neptune, Turner Powertrain and various housing developers • Assistant Director, K Jones, now the WCC representative at operational level on the new Black Country Strategy Group – focus on marketing and communications targeted at inward investment • Business Solution Centre under review • Increased focus on marketing of i54 and Black Country Enterprise Zone sites • Conducting an Employment Land study in conjunction with South Staffs • Representatives attending Business Cluster meetings forming part of the City Strategy • Business Champions meetings progressing - led by large strategic companies • WCC providing new and additional support to small business groups – small 'pump priming' fund plus admin and specialist professional support • Development of Sector forums Mar 2013 New Business Champion reinvigorating the group, providing a clearer focus. CEX and Portfolio Holder attend all meetings. New business leaders group for SME and small business networks established and quarterly meetings with WCC - resolving local barriers to g Small Business scrutiny review underway to inform strategy and plans June 2013 New governance arrangements for WV One means the company will be m	

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CR8	Political, Social, Technological, Legal	1, 2,3, 4	<p>Welfare Reform</p> <p>Welfare Reform Changes</p> <p>Consequence</p> <p>Organisational Changes; changing roles and responsibilities due the transfer of services and responsibilities to and from Central Government</p> <p>Reduced revenues to the Council and partners (Wolverhampton Homes); impact on revenues into the Council either as a result of reduced funding or income, additional expenditure or increases in rent and council tax arrears</p> <p>Insufficient Service Capacity; not having capacity to meet demand, such as welfare advice, financial advice and support and assistance with benefit applications and appeals</p>	<p>Impact</p> <p>Loss of income to residents and the ability of households' to meet their day to day living expenses – with no commensurate reduction in their costs.</p> <p>Demographics; acceleration of existing patterns of deprivation and inequality. Detrimental implications for wellbeing, economic prosperity and educational attainment.</p> <p>Services; increased demand for homelessness and housing advice; increased demand on schools in low rental areas as families move; debt and advice centres; strain on adult social care services where existing accommodation arrangements are not sustainable by users</p>	SD S Norman	Open	4	5	20	<p>Proposed Controls</p> <ul style="list-style-type: none"> • Programme to identify, evaluate and address the issues; • Nominated project managers allocated to identified work streams. • Corporate team being developed • LSP debate started; combined agency responses are needed • Resource mapping taking place <p>Comprehensive communication strategy is needed to raise people's awareness of this issue.</p> <p>Need to understand the likely impact across the city</p>	4	5	20	<p>Nov 2012</p> <p>Welfare Reform Programme established</p> <p>Project work streams underway</p> <ul style="list-style-type: none"> • Local Council Tax Benefits Scheme • Local Discretionary Grants Scheme (people in crisis) • Housing Benefit impact and move to Universal Credit • Co-ordinated advice service and communications operations <p>An impact assessment to establish real impact and risk will report in mid December; this will allow controls and supportive actions to be developed on those most affected.</p> <p>Much of the impact is caused by external factors as opposed to Council Policy.</p> <p>Mar 2013</p> <p>Update at meeting</p> <p>June 2013</p> <p>Revised structure in place and all projects are on track</p> <ol style="list-style-type: none"> 1 Digital by Default 2 Housing Remedies 3 Impact Analysis 4 Benefit Info & Advice Remedies 5 Council Tax Support 6 Local Disc Grant Scheme 7 Debt Remedies
CR9	Physical	4	<p>Asset Management and Planning</p> <p>A need to manage and maintain the Council assets in support of the Corporate priorities</p>	<p>Consequence</p> <p>Continued use of unsuitable buildings</p> <p>Retention of unsuitable buildings</p> <p>Impact</p> <p>Increased expenditure and reduction of opportunities</p> <p>Quality of services impacted due to 'less than perfect' environments</p>	AD A Merrick N Edwards	Open	3	2	6	<p>The management of and responsibility for the Council property assets is currently split between two directorates.</p> <p>Several initiatives and proposals for maintenance programmes and better targeted use of properties have been put forward</p> <p>It is necessary that clarity of ownership and control of decision making is determined to ensure effective progress is made.</p> <p>ADs to meet and resolve the outstanding issues and co-ordinate activities.</p>	3	2	6	<p>Nov 2012</p> <ul style="list-style-type: none"> • Work is ongoing to improve the co-ordination of responsibilities as WCC develop the role of 'Corporate Landlord' between the two Directorates • Continued development of a 'One Council' approach to the use of land and assets. • Development of options and strategy to utilise available properties for community use that are not Council owned property • It has been recognised these arrangements will need to have appropriate regard to the new business rates regime <p>Mar 2013</p> <p>Report submitted to Cabinet clarifying the responsibilities for strategic and operational use of properties and assets.</p> <p>June 2013</p> <p>Strategic Property Board established.</p>
CR10	Physical, Financial	4	<p>Assets</p> <p>Civic Centre mechanical and electrical infrastructure becomes increasingly defective and can not be maintained</p>	<p>Consequence</p> <p>Repeated breakdowns and system failures</p> <p>Increasing maintenance costs .</p> <p>Impact</p> <p>Building becomes 'unfit for purpose' as an operational centre</p>	AD A Merrick	Open	2	4	8	<ul style="list-style-type: none"> • Options for the deep refurbishment of the Civic Centre reported to PGSS and Option 1b confirmed as the preferred option for detailed implementation planning. • Cabinet have confirmed Option 1b as the preferred option for detailed implementation planning. • A Programme Board is to be established to oversee the development of Option 1b. 	2	4	8	<p>Mar 2013</p> <p>Commenced development of strategic design brief 1B - report scheduled for April 2013</p> <p>Target date for on-site work - December 2013</p> <p>June 2013</p> <p>Report to be presented June 2013 with a target date for site operations of April 2014</p>

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Risk No	Corporate Category	Corporate Aim	Risk - Cause / Event	Risk - Consequence / Impact	Risk Owner	Status	Probability	Impact	Risk score	Treatment / Controls	Probability	Impact	Risk Score	Comments
CR11	Physical, Financial	4	Assets Estate Assets (Buildings) that are in poor condition or require substantial investment are not brought to the attention of Councillors or Senior Management	Consequence Repeated breakdowns and system failures Increasing maintenance costs . Impact Building becomes 'unfit for purpose' as an operational centre	AD A Merrick	Open	2	4	8	The programme of Condition Surveys for public buildings and consequential maintenance programme to be reported annual to the Cabinet and PGSS to ensure more robust oversight of current practice.	2	4	8	Nov 2012 A Corporate Property Delivery Board is to be established to oversee the management and maintenance of Public Buildings. Mar 2013 Programme of condition surveys to be developed and reported June 2013 Strategic Property Board established Condition survey to be reported in September
CR12	Legal	4	Emergency Preparedness/Major Incident Response The Council is ill prepared and has not planned adequately for civil emergencies or a major incident Local Authority planning regime is not currently aligned with the Public Health regime	Consequence The council can not comply with its Civil Contingency Act responsibilities. Impact Failure to support the emergency services Failure to protect vulnerable citizens with the potential for loss of life or injury Extended disruption to the community Reputational damage and financial loss Consequence Confusion as to roles and responsibilities in the event of an emergency Impact Failure to support the emergency services Failure to protect vulnerable citizens with the potential for	AD A Merrick	Open	3	4	12	Proposed Controls • Development and implementation of the Major Incident Response Plan Project • Updated Emergency Plan procedures and supporting documents • Resources identified and roles clarified – training undertaken • Regular testing and rehearsals	3	3	9	Nov 2012 Main Emergency Plan has been reviewed and updated Local/Regional combined working options being explored Mar 2013 Cabinet Resources Panel - approval of new Resilience Team and the strategic approach to delivery of the resilience function in conjunction with partner organisations. Includes WCC involvement in regional forums. Incident plan reviewed and updated. The Rest Centre Plan has been developed and endorsed by Cabinet. The Temporary Mortuary Plan and City Centre Evacuation Plan are being developed - target date May 2013 Corporate Resilience Board to be established under the Chair of the Director of Public Health - May 2013 June 2013 Continued development of Major Incident Response Plan Corporate Resilience Board to be established July 2013 Risk score reduced to 6
CR13	Legal	4	Corporate Responsibilities Non compliance with our legislative and regulatory requirements eg Health and Safety,	Consequence Injury or fatality to staff or a member of the public; Legal challenge to decisions on service changes or service delivery Impact; Corporate Manslaughter charge, Individual claims, Financial penalties for non-compliance. Increased external inspection Service changes delayed or stopped	SD K Ireland	Open	2	5	10	Existing • Corporate H&S policies and procedures • H&S management systems and training in place • H&S Action plan - for high risk areas; legionella, asbestos, manual handling • Consultation and impact assessments carried out on key decisions Planned • Formation of Corporate Wellbeing, H&S Board to provide an oversight function	2	5	10	Nov 2012 Corporate H&S Board now established and operational Directorate – Operational H&S Groups established Lone Working Policy and Procedures being investigated and a corporate solution to be implemented PVP solution to be implemented Mar 2013 Lone Working - procurement process underway for supporting software PVP - Software purchased; draft policy out for consultation June 2013 PVP - pilot programme running in five service areas

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CR14	Legal	4	Corporate Responsibilities Non compliance with our legislative and regulatory requirements in respect of Equalities and Consultation	Consequence Legal challenge to decisions on service changes or service delivery Impact; Financial penalties for non-compliance. Increased external inspection Service changes delayed or stopped	SD K Ireland Risk Owner	Open	3	5	15	Planned • Formation of Corporate Programme • Project Manager to be recruited • Foundations of basic practice to be re-established iro Equality Impact Analyses etc	2	5	10	Mar 2013 Head of Service - Equalities appointed Policy development underway June 2013 Work programme developed and approved by Councillors New Equality Analysis Toolkit prepared Mandatory training; e-learning developed for Sept launch
CR15	Legal, Financial	4	Equal Pay and Single Status The Council has yet to reach an affordable Single Status Pay agreement and comply with Equal Pay legislation	Ongoing equal pay claims Potential for increasing numbers of equal pay claims Ongoing and increasing financial liability.	SD K Ireland	Open	3	5	15	Programme established with individual project work streams Equal Pay • Clear strategy established for handling current and future claims following external legal advice • Realistic provision for current and probable liabilities Single Status • Job Families methodology for Job Evaluation approved and implemented • Active engagement of Line Management in the assessment/allocation process Regular and full reports to key stakeholder groups	2	5	10	Nov 2012 Programme on track to deliver implementation of compliant pay structure wef 01/04/13 External review by PWC of the Council's arrangement for managing Single Status • Review of key project documentation, reports, risk registers and minutes of key governance meetings • No issues identified in respect of the governance structures and procedures to manage risks Mar 2013 Compliant pay structure will be implemented on 01/04/13 Ongoing compliance issues to be monitored by the formation of a corporate Pay Strategy Board June 2013 o Single Status is now implemented and we have moved to BAU o Now have a signed MoU with Thompsons for the trade unions led claims. o Have agreed settlement with Leigh Day for Abdulla type claims, although we are disputing their costs. o We are still exposed to the risk of second generation claims (i.e. further claims from those individual who signed a COT3 in 2008) although we have agreement to how this will be resolved through the use of the Employment Tribunal. o We will be exposed to claims for 6 years beyond the date of

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CR16	Governance	4	<p>FuturePractice - Information Governance</p> <p>The Council and/or its business operations do not fully know the extent, of the information it holds and how it handles its security, sensitivity and importance.</p>	<p>Consequences Loss of confidentiality: Inappropriate disclosure of personal and/or sensitive information; Lack of comprehensive oversight, control and data ownership. Critical information is wrongly destroyed, not kept, cannot be found when needed or lost</p> <p>Impact Financial – including potential substantial fines and wasting public money; Legal – exposure to fraud, malicious acts etc.; Reputational damage – poor media coverage, inability to recover from major incidents and customers suffer.</p>	SD K Ireland	Open	3	4	12	<p>Proposed</p> <ul style="list-style-type: none"> Information Governance Board now set up to establish strategy and determine individual work streams to address issues Working with the Information Commissioners Office to build robust systems 	3	4	12	<p>Nov 2012</p> <ul style="list-style-type: none"> IG Board now established and operational Work programme and resources mapped out Recruitment into IG Officer post underway Presentation to SEB/CDB completed <ol style="list-style-type: none"> HoS presentations to be scheduled Particular focus on key Service areas of high risk potential Operational IG Structure to be implemented Draft policies written <p>Mar 2013 Dedicated resource recruited. Updated IG policies approved or in draft awaiting approval</p> <p>June 2013 IG Board revised and convened Policy Framework in place Data Controllers being identified Some resistance in certain areas to corporate direction</p>
CR17	Governance	4	<p>C3 Transformation Programme - Organisational Change</p> <p>Pace that the organisation needs to change given the broader agenda</p>	<p>Consequence Conflicting demands on resources which are limited and frequently the same ones</p> <p>Impact Inability to deliver it all at the same time Projects are not delivered on time/fail or incomplete Organisation becomes stressed and performance drops</p>	SD K Ireland	Open	3	5	15	<p>Existing</p> <ul style="list-style-type: none"> Corporate decision on the clear priority order and realistic timescales agreed Additional resources sourced to supplement in hose resources Performance monitoring and assurance Programme and project management disciplines consistently rolled out 	3	5	15	<p>Nov 2012 Controls ongoing</p> <p>Mar 2013 Controls ongoing</p> <p>June 2013 Programmes in place. Methodology agreed. Programme on track and delivered to milestones.</p>

Identification							Original Evaluation			Mitigating actions	Current Evaluation			Review Position
Risk No	Corporate Category	Corporate Aim	Risk - Cause / Event	Risk - Consequence / Impact	Risk Owner	Status	Probability	Impact	Risk score	Treatment / Controls	Probability	Impact	Risk Score	Comments
CR18	Finance, Technological	4	C3 FutureWorks The existing back office practices, procedures, ict technology and systems will not allow the organisational and cultural change needed for the Authority to become a Confident, Capable Council.	The objectives of the Corporate Plan will not be achieved	SD K Ireland	Open	3	5	15	Replace Information & Communication Technology (ICT) Infrastructure and in particular replacing the current business support applications that support key Finance, HR, Payroll and Procurement functions and the associated management Information systems.	2	5	10	<p>Nov 2012</p> <p>Programme on track to</p> <ul style="list-style-type: none"> • Award of contract 01/04/13 • Implementation – 01/04/14 <p>External review by PWC of the key areas of the programme including</p> <ul style="list-style-type: none"> • Governance and reporting • Stakeholder management • Scope definition • Risk and issue management • Planning <p>Conclusion – the Council has</p> <ul style="list-style-type: none"> • Robust project and risk management arrangements • Plans are in place for the development of an effective assurance framework over the lifecycle of the programme <p>Mar 2013</p> <p>Programme on track Contract award April 2013</p> <p>June 2013</p> <p>Agilysis appointed as partner and on site. Mobilisation complete. High level designs drafted. Transactional Hub TOM in production</p>
CR19	Economic Financial	1, 2, 3, 4	Revenue and Capital Budget Unforeseen financial pressures due to demand for Council services exceeding estimates Changes in Government planning/allocation Lack of robust financial planning and management	<p>Consequence; Under/over spends, reduction in reserves to support service delivery</p> <p>Impact Identified savings options not achieved</p> <p>Impacts on service delivery and quality both immediate and long term</p> <p>Failure to deliver revenue and capital budgets</p> <p>Regeneration initiatives not delivered</p>	CFO M Taylor	Open	3	5	15	<p>Medium Term Financial Strategy</p> <ul style="list-style-type: none"> • Planning and financial management processes in the MTFS • Regular budget monitoring • Detailed performance monitoring and reports to SEB and Cabinet • Ongoing monitoring of Government funding and allocations • Direct finance support and training to Directorate and Service areas • Regular review of the MTFS for adequacy of resources, trends and demands 	3	5	15	<p>Nov 2012</p> <p>External PWC review of the MTFS</p> <ul style="list-style-type: none"> • assumptions • financial position and plans • regular reports • savings plans and strategies <p>PWC conclusion</p> <ul style="list-style-type: none"> • Assumptions in line with similar authorities • No areas of significant concern although acknowledging the challenges to delivery <p>Mar 2013</p> <p>Revised 2013/14 budget set and considered to be AMBER given the current state of knowledge and information Long Term - still considered at RED; revisions to budget setting process on a fundamental basis being considered. These will be implemented in future years in agreed.</p> <p>June 2013</p> <ul style="list-style-type: none"> o 2013/14 Budget remains Amber and will be closely monitored as the year progresses. o 2014/15 and beyond remains Red and a significant challenge, the revised approach to the budget is developing in accordance with the timetable/plan, although this should help to make the decision making more understandable and transparent the delivery of a further £59.2 million will still require some very difficult decisions.

Identification							Original Evaluation			Mitigating actions		Current Evaluation			Review Position
Risk No	Corporate Category	Corporate Aim	Risk - Cause / Event	Risk - Consequence / Impact	Risk Owner	Status	Probability	Impact	Risk score	Treatment / Controls	Probability	Impact	Risk Score	Comments	
CR20	Financial Technological	4	Payroll Payroll service, HR and ICTS can not meet the combined demands of the statutory system and record changes required to Payroll (Auto-Pension Enrolment and Real Time information for HMRC) in conjunction with the delivery of changes required for Single Status Implementation	Consequence The Council fails to meet its statutory compliance deadlines Failure to implement the changes to individual records as a result of SS implementation and staff are paid incorrectly Impact Substantial financial penalties imposed by Government departments Increase costs and potential fines to LGPS Financial penalties/costs incurred by Staff as a result of our failures Severe reputational damage	CFO M Taylor	Open	3	5	15	Existing • Ongoing pressures on Payroll as a result of meeting existing compliance demands with a system that is not 'fit for purpose' are managed by manual intervention. Payroll service can not deliver the new changes with the current establishment Proposed • Project team being established to manage the actions and changes need for each 'project' – Auto-enrolment and Real Time Information – to ensure an integrated approach. Additional resources will be required to backfill staff dedicated to the project team. • Project team to liaise with the SS Team and agree an integrated approach to the payroll changes needed as a result of SS Implementation and manage the conflicting demands.	3	4	12	Nov 2012 Proposed controls are now in place 1. Programme Board established 2. Project teams established 3. Project plans drawn up and key milestones mapped Auto Enrolment 1. Lack of clarity from the Pensions regulator hindering progress Potential for significant workload and other issues (Payroll and Corporately) if we do not actually adjust pay from 01/04/13 under SS Mar 2013 Auto-enrolment now converted to Business as Usual activities Real Time Information requirements to HMRC ongoing but being managed, there is however a significant risk associated with this project due to competing demands for ICTS resources. Payroll implementation of Single Status remains an AMBER risk overall as we approach a critical period in the project (early April). This is however being managed and monitored very closely in order to achieve the required outcome. June 2013 o Single Status implemented successfully. o The remaining major development that presents a significant risk continues to be RTI due to competing demands for limited ICT resources, the position is being monitored closely. o There also remains a general risk due to the Payroll System and the reliance	
CR21	Professional, Managerial	4	FuturePractice Lack of professional skills and attributes to implement the Corporate Changes needed to produce a 'fit for purpose' organisation	Consequence Over reliance on a 'few' not necessarily professionally competent in the specific area but 'capable' of delivery Impact Inability to deliver it all at the same time Projects not delivered on time or are incomplete Loss of focus on 'core' areas of service and development Failure to respond to the organisational change agenda in a coherent manner	SD K Ireland	Open	3	4	12	Existing • HR Improvement programme • Identification of gaps and resource appropriately • Develop and implement structured workforce plans Proposed • Cultural and attitudinal change programme/initiative	3	4	12	November 2012 Need to establish links to HR Programme and Transformation Programme. Mar 2013 Controls ongoing June 2013 Major transformation programme underway C3 bringing together the different strands New Senior Management programme out to tender	
CR22	Legal, Financial	4	Schools Schools undermine the Collective Agreement reached with the Unions by agreeing individual local pay scales and conditions	Ongoing equal pay claims Potential for increasing numbers of equal pay claims Ongoing and increasing financial liability. Employee Relation issues with TUs	SD K Ireland	Open	4	5	20	Legal advice letter to schools clarifying the position in respect of any future liabilities incurred as a result of their unilateral actions. Payroll advised to not to action any unvalidated/unauthorised changes.	4	5	20	June 2013 Potential significant breaches by schools being investigated	

Wolverhampton City Council Risk Map

PROBABILITY	High	5					
	Medium / High	4			CR4 CR5		CR8 CR22
	Medium	3		CR9	CR2 CR3	CR6 CR7 CR16 CR20 CR21	CR1 CR17 CR19
	Medium / Low	2			CR12	CR10 CR11	CR13 CR14 CR15 CR18
	Low	1					
	IMPACT		1 Low	2 Low/Medium	3 Medium	4 Medium / High	5 High