


Red 1, 2, 3, 4, 7, 8, 10, 12, 14**Amber** 5, 6, 9, 11, 15, 16**Summary Corporate Risk Register @ June 2014**

Corporate priorities	<ul style="list-style-type: none"> Encouraging new business 	<ul style="list-style-type: none"> Empowering People and Communities 	<ul style="list-style-type: none"> Re-Invigorating the City 	<ul style="list-style-type: none"> Confident, Capable Council
-----------------------------	----------------------------------------------------------------------------	-------------------------------------------------------------------------------------	----------------------------------------------------------------------------	------------------------------------------------------------------------------


The following are the current and previous **red** corporate risks the Council faces in delivering its corporate priorities

Risk ref	Risk title and description	Initial score (Feb 2014)	Current score (June 2014)	Movement	Target score and date	Comment
1 01/14	<p>Looked After Children (LAC)</p> <p>If the number of LAC is not reduced this may result in an increase in costs, budget overspends and an increased demand on children's services.</p> <p>Risk owner: Sarah Norman Cabinet Member: Cllr Val Gibson</p>	25 Red	20 Red		15 Red April 2015	<p>The risk has been included in the corporate risk register as a result of the increase in the number of LAC over recent years as follows:</p> <ul style="list-style-type: none"> March 2012- 575 March 2013 – 657 March 2014 – approx. 750 <p>The current LAC number is 783 which has stabilised over the past three months.</p> <p>When previously reported in February 2014, the measures to mitigate the risk were noted in a LAC transformation plan. Since this time, this plan has been replaced with the Families First Programme which involves a strategic approach to reducing the numbers of children and young people in Wolverhampton currently looked after by the Council. The programme pulls together a number of projects and work streams under a partnership framework involving:</p> <ul style="list-style-type: none"> Targeted Intervention Early Help Support A Committed Partnership with all agencies. <p>The key work streams include:-</p>


[NOT PROTECTIVELY MARKED]

Risk ref	Risk title and description	Initial score (Feb 2014)	Current score (June 2014)	Movement	Target score and date	Comment
						<ul style="list-style-type: none"> • Thresholds for services • Early help assessment • Multi-agency service teams co-located with social care teams to provide early intervention. • Edge of Care meetings and Admissions to Care Panels to ensure everything is done to keep children at home. • Review of current LAC Panels to identify where children can be moved from external costly placements to in-house provision or returned home/independence. • Exit from care teams and strategy for support when home/independence • Placement sufficiency to provide in-house provision and reduce the cost of external and residential provision <p>Early indicators are showing a gradual reduction in the number of children coming into care in the past three months and an increase in the number of children and young people leaving care, resulting in the numbers of LAC stabilising and a move in the right direction.</p> <p>Progress against the programme is monitored by the LAC budget monitoring group every two months which oversees the timeliness of implementing the agreed actions to manage the risk.</p>


[NOT PROTECTIVELY MARKED]

Risk ref	Risk title and description	Initial score (Feb 2014)	Current score (June 2014)	Movement	Target score and date	Comment
2 01/14	<p>Skills for Work</p> <p>If the city residents do not have the appropriate skills that employers require then they will be unable to access the jobs and opportunities available resulting in high rates of unemployment and increased demand on Council services.</p> <p>Risk owner: Tim Johnson Cabinet Member: Cllr Phil Page</p>	20 Red	20 Red		15 Red March 2015	<p>This risk is being managed through the development of a targeted programme plan that considers a whole system approach. The process involves ascertaining the skills gap that needs to be addressed by identifying future job opportunities, sector needs and the specific skills required for these jobs (as well as generic employment skills) and comparing these against the skills currently available within the City.</p> <p>It is anticipated that the development of the plan will be completed in July 2014. Delivery of the plan will involve local and regional partnership working with schools, the College, University, the City Board and the Black Country LEP. Further details of the mitigating actions will be reported once the plan has been developed.</p>


[NOT PROTECTIVELY MARKED]

Risk ref	Risk title and description	Initial score (Feb 2014)	Current score (June 2014)	Movement	Target score and date	Comment
3 01/14	<p>Information Governance (IG)</p> <p>If the Council does not put in place appropriate policies, procedures and technologies to ensure:</p> <ul style="list-style-type: none"> that the handling and protection of its data is undertaken in a secure manner and consistent with the provision of the Data Protection Act 1998; compliance with the Freedom of Information Act and Environmental Information Regulations <p>then it may be subject to regulatory action, financial penalties, reputational damage and the loss of confidential information.</p> <p>Risk owner: Keith Ireland Cabinet Member: Cllr Paul Sweet</p>	16 Red	16 Red		12 Amber August 2014	<p>This risk continues to be monitored by the Information Governance Board and is managed through the information governance risk register and the associated maturity model which aims to improve information governance across the Council. The model is based on two levels of maturity. Level one (initial stage from January 2013 to August 2014) is focussed on putting structures in place such as key policies, roles and training. Level two (established stage) from September 2014 to December 2015 will be focussed on embedding best practice across the Council.</p> <p>In terms of Level 1, significant progress has been made including, the establishment of the Board, the appointment of a Senior Information Risk Officer, roll out of e-learning training for all employees, the introduction of an information protective marking scheme, increased response rates for Freedom of Information requests and implementation of an information incident log.</p> <p>In relation to information incidences, the Council currently has four "live" incidences which have been reported to the Information Commissioners Office (ICO). An enforcement notice is in place, the outcome of which will be determined by the ICO after June 2014. The risk score will also be reassessed following the ICO's review.</p> <p>The target risk reflects the date by when level one is expected to be achieved.</p>


[NOT PROTECTIVELY MARKED]

Risk ref	Risk title and description	Initial score (Feb 2014)	Current score (June 2014)	Movement	Target score and date	Comment
4 01/14	<p>Medium Term Financial Strategy</p> <p>If the Council is unable to agree and operate within its medium term financial strategy (MTFS) this may result in insufficient reserves to remain solvent, the potential loss of democratic control and the inability of the Council to deliver essential services and discharge its statutory duties.</p> <p>Risk owner: Simon Warren Cabinet Member: Cllr Andrew Johnson</p>	15 Red	15 Red		10 Amber March 2015	<p>An updated position of the MTFS was presented to Cabinet on 25 June 2014. This continues to show a forecast budget challenge of £123m before savings for the five year period from 2014/15 to 2018/19.</p> <p>Although the outturn for the 2013/14 year has not yet been finalised, it is understood that the over spend will be lower than that previously estimated and thereby reducing pressures on future years.</p> <p>In terms of future years, high level proposals have been identified to address a significant proportion of the deficit for 2015/16 and further details of these proposals will be considered prior to the next stage of the budget setting process in October, with the aim of accelerating some of these into the current year.</p> <p>An independent high level review and challenge of the MTFS model was commissioned by the Council in May 2014. This report will be shared with Cabinet and the Audit Committee in due course and provides assurance over the reliability of the model and reasonableness of the savings identified.</p> <p>The risks around the MTFS and the measures in place to manage these risks are monitored through the budget risk register which is also reported to Cabinet on a regular basis.</p> <p>The current and target risk assessments reflect the strategy to 2016/17. There continues to remain significant financial challenge, uncertainty and risk from 2017/18 onwards over the future direction of the Council.</p>


[NOT PROTECTIVELY MARKED]

Risk ref	Risk title and description	Initial score (Feb 2014)	Current score (June 2014)	Movement	Target score and date	Comment
5 01/14	<p>FutureWorks</p> <p>If the Agresso system does not perform as expected then there will be a prolonged need to maintain the old system resulting in inefficiencies in service delivery; unplanned maintenance costs and delays in planned savings materialising.</p> <p>Risk owner: Keith Ireland Cabinet Member: Cllr Paul Sweet</p>	15 Red	10 Amber		5 Amber December 2014	<p>The new Agresso system is aimed at changing and improving processes and procedures for HR, finance, payroll and procurement and went live on 1 April 2014, replacing the 30 year old mainframe. The system transition work has been managed as a programme in two phases, with an agreed programme governance, transition plan and risk management arrangements being in place for phase 1, which ensured system and business readiness by 1 April. The programme has an expected completion date for phase 2 of September 2014 after which the mainframe system is planned to be decommissioned in October.</p> <p>Since 1 April, the system has been used to run the HR, finance and procurement modules. Some problems have been encountered with the payroll module which has meant that the payroll has continued to be run from the old mainframe. Actions are currently being implemented to ensure all anomalies and queries in the payroll module are successfully resolved to enable the July payroll to be run from the Agresso system.</p> <p>Transitional problems (including new ways of working and the lack of purchase order numbers on supplier invoices) have also been encountered with payments to suppliers which have resulted in a backlog of payments and an increase in associated complaints. Measures have now been put in place to eliminate the backlog and ensure similar issues do not materialise in the future.</p> <p>The phase 2 project initiation document and project plan is to be presented to the Programme Board in June for approval, followed by the implementation of the communications plan.</p> <p>Any ongoing significant risks and issues associated with the programme continue to be reported to the Programme Board which is monitoring the timely implementation of mitigating actions on a daily basis.</p>


[NOT PROTECTIVELY MARKED]

Risk ref	Risk title and description	Initial score (Feb 2014)	Current score (June 2014)	Movement	Target score and date	Comment
6 01/14	<p>Compliance with Public Services Network (PSN)</p> <p>If the Council fails to achieve the required technology controls required for connection to PSN, and other similar information security regimes, then it will experience significant interruption to the delivery of its services.</p> <p>Risk owner: Keith Ireland Cabinet Member: Cllr Andrew Johnson</p>	15 Red	5 Amber		5 Amber Achieved	<p>When this risk was first identified in January 2014, the council had not received PSN accreditation for 2013/14 and was working its way through an agreed action plan which enabled accreditation to be granted thereafter with a corresponding reduction in the risk assessment.</p> <p>This accreditation expired in June 2014 and the Council was required to undergo an annual independent health check prior to it being granted accreditation for the forthcoming year (July 2014 to June 2015). The Council is working its way through this and following the review of an independent health check and assessment of the Council's code of connection submission, it has now also been accredited for a further 12 months until June 2015. The Council continues to work through the action plan which recognises additional system vulnerabilities and will be addressing these over the next few months.</p> <p>Progress against the action plan is monitored by the Information Governance Board and members are also updated on progress through the Member Development and IT Steering Group.</p> <p>The current assessment reflects the accreditation currently in place.</p>


[NOT PROTECTIVELY MARKED]

Risk ref	Risk title and description	Initial score (Feb 2014)	Current score (June 2014)	Movement	Target score and date	Comment
7 01/14	<p>Safeguarding</p> <p>If the Council's safeguarding procedures and quality assurance processes are not consistently and effectively implemented then it will fail to safeguard children and vulnerable adults and lead to reputational damage.</p> <p>Risk owner: Sarah Norman Cabinet Member: Cllr Val Gibson</p>	15 Red	15 Red		10 Amber Next Ofsted inspection	<p>This risk relates to safeguarding processes for both vulnerable adults and children which are overseen by the two local safeguarding boards which share an independent Chair.</p> <p>The last Ofsted inspection in June 2011 assessed the Council's safeguarding services as "Adequate". Since then peer reviews of both the adults and children's safeguarding services have been carried out in 2013. The findings and recommendations from these reviews have been reported to Ofsted and also incorporated into the safeguarding improvement plan which is monitored by the Strategic Director- Community.</p> <p>The current risk assessment is largely driven by the assessment in relation to children's safeguarding and despite the planned actions the Council is implementing a further Ofsted inspection is awaited before any further any reduction in risk score is considered.</p>


[NOT PROTECTIVELY MARKED]


Risk ref	Risk title and description	Initial score (Feb 2014)	Current score (June 2014)	Movement	Target score and date	Comment
8 01/14	<p>Business Continuity Management (BCM)</p> <p>Failure to develop, exercise and review plans and capabilities that seek to maintain the continuity of critical functions in the event of an emergency that disrupts the delivery of Council services.</p> <p>Risk owner: Ros Jervis Cabinet Member: Cllr Andrew Johnson</p>	15 Red	15 Red		10 Amber Dec 2014	<p>This risk is managed and monitored by the Wolverhampton Resilience Board which was established in 2013, and is chaired by the Director of Public Health.</p> <p>The risk assessment reflects the key actions currently being implemented to mitigate the risk which include:</p> <ul style="list-style-type: none"> • Updating the current business continuity policy to reflect changes to the organisational structure and governance arrangements. • Finalisation and approval of the high/ priority critical services by the Board. • Development and completion of continuity plans to determine the Council's response strategy. • Development of a programme for exercising/ testing continuity arrangements. <p>Although all of the measures noted above will not be completed until 2015, it is anticipated that significant progress in the completion of the plans will have been achieved by December 2014, at which time the risk will be reassessed.</p>

[NOT PROTECTIVELY MARKED]

Risk ref	Risk title and description	Initial score (Feb 2014)	Current score (June 2014)	Movement	Target score and date	Comment
10 01/14	<p>Economic Inclusion</p> <p>If the Council and its partners do not work effectively together to tackle the root causes of poverty in the City then demand for Council services will continue to increase.</p> <p>Risk owner: Keren Jones Cabinet Member: Cllr Peter Bilson, Councillor Page and Councillor Mattu</p>	12 Amber	16 Red		12 Amber June 2015	<p>The increase in this risk reflects the review and assessment by the risk owner since it was first identified at the workshop. The measures in place to manage the risk include:</p> <ul style="list-style-type: none"> The recently established City Board that has responsibility for overseeing the delivery of both economic growth and economic inclusion in the City Strategy. All main public sector partners are represented on the City Board, together with a representative of the City's business community. There will be a supporting Social and Economic Inclusion Board focusing solely on actions to reduce economic exclusion. A child poverty strategy which is reviewed on a regular basis to ensure it remains appropriate and valid. A new council to tackling economic inclusion is being developed. This includes grass roots support in deprived wards and joining this up with the excellent work already delivered through the Wolverhampton Adult Education service. Funding is currently being sought to create an intermediate labour market that links the AES to real jobs, work experience and training in some of the Council's cultural venues.




[NOT PROTECTIVELY MARKED]


Risk ref	Risk title and description	Initial score (Feb 2014)	Current score (June 2014)	Movement	Target score and date	Comment
12 01/14	<p>Better Care Fund (BCF)</p> <p>If the Council and its partners fail to deliver the improved outcomes required by the Better Care Fund, demand on acute services will not be reduced, the reward money will not be received and the Council will not receive the additional resources promised by the Better Care Fund.</p> <p>Risk owner: Sarah Norman Cabinet Member: Cllr Sandra Samuels</p>	10 Amber	15 Red		10 Amber October 2015	<p>The Better Care Fund is an integrated pooled budget which provides an opportunity to support health and social care to work together in local areas based on a jointly agreed Better Care Plan. A budget of approximately £1.147m for 2014/15 has been provided by central government to assist in the preparation of the implementation of the fund from April 2015. For Wolverhampton the sums involved for 2015/16 is approximately £27m of which £20m is from central government and the balance from existing budgets within the CCG and Council. A significant proportion of the allocation however is performance based and requires national and locally agreed indicators and conditions to be met.</p> <p>The Plan sets out how the fund is to be used to achieve the agreed outcomes and is being managed as a programme with the following four work streams:</p> <ul style="list-style-type: none"> • Mental health recovery and re-ablement • Nursing and residential care • Intermediate care, rehabilitation and re-ablement • Dementia care management. <p>Assurance over the use of the fund is to be provided by the Health and Well Being Board (HWBB) who approved the Wolverhampton Better Care Plan at its meeting on 31 March 2014. This was submitted to NHS England on 4 April 2014.</p> <p>An Interim Development Board has been established as a short term multi agency body and will report to the HWBB until the structures and terms of reference of the HWBB are altered to provide governance and management of the programme.</p> <p>The increase in risk score reflects national pressure from the NHS to pull back from the Fund due to it's financial state and the lack of clarity over the long term future of the Fund, decisions on which are due to be made in the next spending review.</p> <p>The target date reflects the date by which the performance elements of the fund are to be received.</p>

Risk ref	Risk title and description	Revised score (Feb 2014)	Current score (June 2014)	Movement	Target score and date	Comment
14 01/14	School Improvement If the Council does not provide effective support, challenge and appropriate intervention to raise standards in schools, then the Council and these schools are at risk of underperforming, receiving inadequate Ofsted judgements and a potential loss of control and influence. Risk owner: Tim Johnson Cabinet Member: Cllr Phil Page	15 Red	15 Red		10 Amber Sept 2014	The increase in this risk reflects the review and assessment of the risk by the risk owner since it was first identified at the risk workshop. The actions to manage the risk include: <ul style="list-style-type: none"> • A service redesign to focus on schools using a risk based approach and an associated service restructure aligned to service priorities with recruitment to management posts. • The implementation of an improvement plan for Key Stage 1 that involves the service adopting a role to challenge schools and obtain assurances on performance.

[NOT PROTECTIVELY MARKED]

The following are the remaining **amber** corporate risks the Council faces in delivering its corporate priorities. An update on the progress made in managing these risks will be presented to the Audit Committee in the next report.

Risk ref	Risk title and description	Initial score (Feb 2014)	Current score (May 2014)	Movement	Target score and date
9 01/14	City Centre Regeneration If the city centre regeneration programme is not effectively managed in terms of project timings, costs and scope, then it will be unable to maximise opportunities including: <ul style="list-style-type: none"> • creation of well paid employment • retention of skilled workers • sector and economic growth • increased prosperity and • reduced demand on Council services Risk owner: Tim Johnson Cabinet Member: Cllr Peter Bilson	12 Amber	12 Amber		8 Amber July 2014
11 01/14	The Care Act If the Council does not have robust plans in place to implement the Care Act including: <ul style="list-style-type: none"> • appropriate governance arrangements, • appropriate project management arrangements • sufficient financial resources • sufficient workforce capability and capacity • effective information systems then it will fail to meet its new responsibilities and discharge its statutory obligations. Risk owner: Tony Ivko Cabinet Member: Cllr Steve Evans	12 Amber	12 Amber tbc		4 Amber April 2015
15 01/14	Emergency Planning Failure to develop, exercise and review plans and capabilities for preventing, reducing, controlling or mitigating the effects of emergencies in both the response and recovery phases of major a incident. Risk owner: Ros Jervis Cabinet Member: Cllr Andrew Johnson	9 Amber	9 Amber		6 Amber April 2015

Risk ref	Risk title and description	Revised score (Feb 2014)	Current score (May 2014)	Movement	Target score and date
16 01/14	<p>Equal Pay</p> <p>Significant equal pay liabilities have been dealt with over recent years. However, equal pay will remain a potentially significant risk until:</p> <ul style="list-style-type: none"> • The second generation claims, from trade union members, have been dealt with. • Six years after the implementation of single status, until that time “Abdulla” type claims can still be brought. <p>Risk owner: Keith Ireland Cabinet Member: Cllr Paul Sweet</p>	12 Amber	12 Amber		8 Amber April 2015

The following are the **green** corporate risks which are reviewed on a regular operational basis in order to ensure that the controls in place to manage the risk continue to be adequate and effective.

- Health and safety
- Fraud
- Single status
- Treasury Management
- Corporate governance
- Equalities
- Community cohesion