

BIRMINGHAM CITY COUNCIL**PUBLIC REPORT**

Report to:	Audit Committee
Report of:	Assistant Director, Audit & Risk Management
Date of Meeting:	27th March 2018
Subject:	Corporate Risk Register Update
Wards Affected:	All
1. Purpose of Report	
<p>To update the Audit Committee with information on the management of risks and issues within the Corporate Risk Register (CRR) at Appendix A. Also provided is an Index of the risks showing previous updates and a Risk Heat Map. The information has been compiled using updates received from directorates on all risks.</p>	
2. Recommendations	
<p>That the Audit Committee reviews the information provided and decide if the risk ratings are reasonable, if action being taken is effective, or if further explanation/information is required. Approval sought for the following:-</p>	
<p>2.1 Risk No1 (Equal Pay Claims) has been reworded and re-risked, with risk 4 and 5 amalgamated into it.</p>	
<p>2.2 The deletion of the following risks:</p>	
<ul style="list-style-type: none">• No 4 & No 5 Equal Pay (as above)• No 14 – Insufficient in-house IT expertise within directorates & inadequate or ineffective corporate control of non-core IT spend – due to the transition from Service Birmingham• No 19 - Delivery of the Localisation Agenda and commitments made in the Council's Improvement Plan and Leader's Policy Statement – due to the majority of work having substantially progressed.• No.20 Allowance Payments – due to update provided.	
<p>2.3 The inclusion of the following 3 new risks:</p>	
<ul style="list-style-type: none">• No 35 - GDPR Implementation by May 2018	



- No 36 - Failure to respond positively and effectively to the required outcomes of the Grenfell Tower enquiry once known.
- No 37 – Homeless Reduction Act – Insufficient council resources to meet the requirements of the Act fully.

2.4 Risk No.10 - Kerslake Report - has been reworded to reflect the latest letter from the Birmingham Independent Improvement Panel.

3. Background Information

3.1 Members have a key role within the risk management and internal control processes.

3.2 The Audit Committee terms of reference, sets out its responsibilities and in relation to risk management these are:

- providing independent assurance to the Council on the effectiveness of the risk management framework and the associated control environment,
- whether there is an appropriate culture of risk management and related control throughout the Council,
- to review and advise the Executive on the embedding and maintenance of an effective system of corporate governance including internal control and risk management; and
- to give an assurance to the Council that there is a sufficient and systematic review of the corporate governance, internal control and risk management arrangements within the Council.

4. Corporate Risk Register Update

4.1 The CRR is aligned to the corporate objectives of the Council and identifies the key risks to be managed at a corporate level. The CRR is now categorised into sections as follows:

- Safeguarding/Welfare
- Statutory/Compliance
- Financial Resilience
- Political
- Technology
- Transformation

4.2 The CRR focuses on the cross-cutting corporate issues.



- 4.3 The Corporate Leadership Team (CLT) reviewed the CRR in February 2018, and have agreed to the nominated new risks and those to be deleted. They also requested that risk No.2 – Improvement Agenda for Children be fully refreshed.

5. Embedding Risk Management

- 5.1 There are directorate risk registers in place supported by individual risk registers for service areas.
- 5.2 The current main route to provide risk management awareness is the e-learning package for managers, accessed via the internet and the risk management Policy, Strategy and Methodology. Documents and web pages are being refreshed to update in terms of leadership changes from April 2018 and a replacement E-learning risk management package.
- 5.3 Service managers are asked about their risk management arrangements as part of routine audit work. In addition the mandatory Public Sector Internal Audit Standards include a requirement with regard to risk management.
- 5.4 Risk management is also covered within the Annual Governance Statement.

6. Legal and Resource Implications

- 6.1 The work carried out is within approved budgets.

7. Equality Impact Assessment Issues

- 7.1 Risk management forms an important part of the internal control framework within the Council.
- 7.2 The Council's risk management strategy has been Equality Impact Assessed and was found to have no adverse impacts.

8. Compliance Issues

- 8.1 Decisions are consistent with relevant Council Policies, Plans and Strategies.

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INDEX OF RISKS – PREVIOUS UPDATES

Safeguarding / Welfare

Risk No.	Short Description	Target rating Likelihood / Impact March 2018	Actual Risk rating Likelihood / Impact March 2018	Change in residual risk 03/18	Actual risk levels in previous updates to Audit Committee				
					Nov 2017	Change in residual risk	July 2017	Change in residual risk	March 2017
2	Not responding fully and effectively to the improvement agenda for children - Failure to improve children's safeguarding and children's social care.	M/H	H/H	Same	H/H	Same	H/H	Same	H/H
32	Risk of significant disruption to Council services and failure to effectively manage and respond to emergency incidents, including acts of terrorism.	M/S	S/H	Same	S/H	Same	S/H		
33	Failure of the Council to make its contribution to deliver a step change to the Health and Social Care system resulting in an improvement to the health and well-being of Birmingham citizens.	L/M	S/S	Same	S/S	Same	S/S		

Statutory Responsibilities / Compliance with Statutory Responsibilities

Risk No.	Short Description	Target rating Likelihood / Impact March 2018	Actual Risk rating Likelihood / Impact March 2018	Change in residual risk 03/18	Actual risk levels in previous updates to Audit Committee				
					Nov 2017	Change in residual risk	July 2017	Change in residual risk	March 2017
1	Management of equal pay claims.	M/S	S/S	Reduced	H/H	Same	H/H	Same	H/H
26	Failure to comply with all of the requirements of the Counter Terrorism and Security Act (2015) and the Prevent Duty.	M/S	H/H	Same	H/H	Same	H/H	Same	H/H
31	Increased pressure on the statutory homeless service in regards to volume of customers.	M/M	H/H	Same	H/H	Same	H/H	Same	H/H
4	Defend and settle pre 2008 equal pay claims.	L/H	Nominated for Deletion	N/A	S/H	Same	S/H	Same	S/H
5	Risk of Further equal pay claims.	M/H	Nominated for Deletion	N/A	S/H	Same	S/H	Same	S/H
34	Risk of fines being passed down to Local Authorities in relation to air quality / ongoing fines related to not meeting air quality compliance.	M/L	H/M	Same	H/M	Same	H/M	Same	
12	Failure to comply with all the requirements of the Equality Act 2012 and the Public Sector Equality Duty.	M/S	M/S	Same	M/S	Same	M/S	Same	M/S

Risk No.	Short Description	Target rating Likelihood / Impact March 2018	Actual Risk rating Likelihood / Impact March 2018	Change in residual risk 03/18	Actual risk levels in previous updates to Audit Committee				
					Nov 2017	Change in residual risk	July 2017	Change in residual risk	March 2017
25	Failure to comply with statutory timescales in relation to DoLS (Deprivation of Liberty) referrals, which could lead to legal challenge and result in financial loss to the Council.	M/S	M/S	Same	M/S	Reduced	M/H	Same	M/H
11	a) Risk to individual privacy through the loss of significant personal or other sensitive data. b) Risk of fines from the information commissioner	L/H	L/H	Same	L/H	Reduced	M/S	Same	M/S
35	Risk of failure to implement GDPR Implementation by May 2018.	M/M	H/H	New risk					
36	Failure to respond positively and effectively to the required outcomes of the Grenfell Tower enquiry once known.	L/L	L/M	New risk					
37	Homeless Reduction Act – Insufficient council resources to meet the requirements of the Act fully.	M/H	M/H	New risk					

Financial Resilience

Risk No.	Short Description	Target rating Likelihood / Impact March 2018	Actual Risk rating Likelihood / Impact March 2018	Change in residual risk 03/18	Actual risk level in previous updates to Audit Committee				
					Nov 2017	Change in residual risk	July 2017	Change in residual risk	March 2017
3	Failure to identify alternative funding stream for school PFI contracts revenue pressure, impacting on availability for essential management of the LA schools estate.	M/S	H/S	Same	H/S	Same	H/S	Same	H/S
6	Failure to achieve all of the services required including delivery of significant investment into the Highway network within the first five years of the contract.	L/S	H/S	Same	H/S	Same	H/S	Same	H/S
29	Not developing sufficiently robust plans to support setting a balanced budget (including in the medium term), and not containing net spending within the approved budget.	L/S	S/S	Same	S/S	Increased	M/S	Same	M/S
15	Not recognising the need to divest of costly property assets in radical new solutions to reframe service delivery.	M/L	S/M	Same	S/M	Same	S/M	Same	S/M

Political

Risk No.	Short Description	Target rating Likelihood / Impact March 2018	Actual Risk rating Likelihood / Impact March 2018	Change in residual risk 03/18	Actual risk levels in previous updates to Audit Committee				
					Nov 2017	Change in residual risk	July 2017	Change in residual risk	March 2017
19	Failure to deliver the Council's localisation agenda and commitments made in the Council's improvement Plan and Leader's Policy Statement.	L/M	Nominated for Deletion	N/A	L/M	Same	L/M	Same	L/M

Technology

Risk No.	Short Description	Target rating Likelihood / Impact March 2018	Actual Risk rating Likelihood / Impact March 2018	Change in residual risk 03/18	Actual risk levels in previous updates to Audit Committee				
					Nov 2017	Change in residual risk	July 2017	Change in residual risk	March 2017
16	That web services to customers or work with partners may be disrupted by malicious attacks on the City Council's web based services.	L/M	S/M	Same	S/M	Same	S/M	Same	S/M
14	Insufficient in-house IT expertise within directorates and inadequate or ineffective corporate control of non-core IT spending.	L/S	Nominated for deletion	N/A	M/S	Same	M/S	Same	M/S
17	Ineffective Corporate Risk Marker IT solution.	L/M	L/M	Same	L/M	Same	L/M	Reduced	L/S

Transformation

Risk No.	Short Description	Target rating	Actual Risk rating	Change in residual risk 03/18	Actual risk levels in previous updates to Audit Committee				
		Likelihood / Impact March 2018	Likelihood / Impact March 2018		Nov 2017	Change in residual risk	July 2017	Change in residual risk	March 2017
7	Lack of capacity and capability to respond to employee relations tensions, poor service, performance issues, sickness absence levels and poor morale due to organisational downsizing and pay freezes.	L/M	S/S	Same	S/S	Same	S/S	Increased	H/S
10	Not building on the recently agreed collaborative approach with the Improvement Panel to deliver change following the Kerslake Report	L/S	M/S	Same	M/S	Same	M/S	Same	M/S
18	Failure to adequately evaluate the costs and benefits of alternative delivery models. Failure to fully implement the decisions made to change policy and service delivery.	M/M	M/M	Same	M/M	Same	M/M	Same	M/M
20	Allowance payments.	M/M	Nominated for Deletion	N/A	M/M	Same	M/M	Same	M/M

Risk Map – March 2018

Risk Map – March 2018						
Likelihood	High	Loss of personal/ sensitive data (R11)		Responding to emergency incidents including acts of terrorism (R32)	Defend/settle pre 2008 equal pay claims (R4) Further equal pay claims (R5)	Not responding to improvement agenda/improving children’s safeguarding (R2) Defend/settle post 2008 equal pay claims (R1) Financial pressures re statutory homeless service (R31) Compliance re Counter Terrorism & Security Act and Prevent Duty (R26)
	Significant		Insufficient IT expertise/lack of control of non-core IT spend (R14) Responding to Kerslake Report (R10) Compliance to Equality Act 2010 & PSED (R12)	Failure of STP to deliver change/improve health & wellbeing (R33) Setting/containing net expenditure within approved budget (R29)	Employee relations/sickn ess absence levels (R7)	Highways PFI – Core Investment deliverables (R6) Alternative funding for schools PFI contracts/mainten ance of schools estate (R3)
	Medium	Ineffective Corporate Risk Marker IT solution (R17) Delivery of Localisation Agenda (R19)	Evaluation of service deliver options (R18) Compliance to timescales for DoLS referrals (R25) Allowances payments (R20)	Not divesting of property assets (R15) Malicious attacks of web based services (R16)		Risk of fines re air quality (R34)
	Low					
Key	Low		Medium	Significant	High	
	Impact					
Severe	Immediate control improvement to be made to enable business goals to be met and service delivery maintained/improved.					
Material	Close monitoring to be carried out and cost effective control improvements sought to ensure service delivery is maintained					
Tolerable	Regular review, low cost control improvements sought if possible.					

Index by Risk / Issue Number

No	Short Description of Risk / Issue	Page
2	Not responding fully and effectively to the improvement agenda for children - improving children's safeguarding and social care	1
32	Risk of significant disruption to Council services and failure to effectively manage and respond to emergency incidents, including acts of terrorism	3
33	Failure of the STP to deliver a step change to the Health and Social Care system resulting in an improvement to the health and well-being of Birmingham citizens	4
1	Management of Equal Pay Claims	6
26	Failure to comply with all of the requirements of the Counter Terrorism and Security Act (2015) and the Prevent Duty	7
31	Increased pressure on the statutory homeless service in regards to volume of customers, which leads to significant financial pressure on the general fund due to increased use of B&B	8
4 Nominate to delete	Defend and / or settle pre 2008 equal pay claims	10
5 Nominate to delete	Further equal pay claims	11
34	Risk of fines being passed down to Local Authorities in relation to air quality / ongoing fines related to not meeting air quality compliance	11
12	Failure to comply with the Equality Act 2010 and the Public Sector Equality Duty	13
25	Failure to comply with statutory timescales in relation to DoLS (Deprivation of Liberty) referrals, which could lead to legal challenge and result in financial loss to the Council	15
11	Loss of personal or sensitive data	16
35 Nominate New Risk	GDPR Implementation by May 2018	17
36 Nominate New Risk	Failure to respond positively and effectively to the required outcomes of the Grenfell Tower enquiry once known.	18
37 Nominate New Risk	Homeless Reduction Act – Insufficient council resources to meet the requirements of the Act fully.	19
3	Failure to identify alternative funding stream for school PFI contracts - impacting on availability of maintenance funding for essential management of the LA schools estate	21
6	Failure to achieve all of the services required (including delivery of significant investment into the Highway network), within the first five years of the contract.	22
29	Not developing sufficiently robust plans to support setting a balanced budget (including in the medium term), and not containing net spending within the approved budget	23
15	Not recognising the need to divest of costly property assets in radical new solutions to reframe service delivery	24
19 Nominate to delete	Delivery of the Localisation Agenda and commitments made in the Council's Improvement Plan and Leaders Policy Statement	25
16	Web services may be disrupted by malicious attacks on Council's web based services	27
14 Nominate to delete	Insufficient in-house IT expertise within directorates & inadequate or ineffective corporate control of non-core IT spend	28
17	Ineffective Corporate Risk Marker IT solution	29
7	Employee relations, performance issues, sickness absence levels, etc	31
10	Not building on the recently agreed collaborative approach with the Improvement Panel to deliver change following the Kerslake Report	32
18	Evaluation of cost & benefits of alternative delivery models & failure to fully implement the decisions made to change policy / service delivery	33

No	Short Description of Risk / Issue	Page
20 Nominate to delete	Allowance payments	34

Key:

	Safeguarding / Welfare
	Statutory Responsibilities / Compliance with Statutory Responsibilities
	Financial Resilience - Risk associated with austerity and the financial challenges facing BCC
	Political - Risks driven by the political agenda
	Technology
	Transformation

Safeguarding / Welfare					
No.	Description - risk / issue	Current level of risk L/I	Current actions / Comments	Long term aim for the risk - including actions, timescales and target risk rating	Overview & Scrutiny (O&S) Review / Work & Internal Audit (IA) Work
2	<p>Not responding fully and effectively to the improvement agenda for Children - Failure to improve children's safeguarding and children's social care.</p> <p>Lead: Corporate Director Children & Young People Owner: Alastair Gibbons</p>	High / High	<p>Lead Director comment</p> <p>The Council's key step to deliver improvement was the decision to set up an operationally independent Children's Trust to deliver its social care services for children, young people and families. The Trust is set to 'go live' in April 2018 and its board, chaired by Andrew Christie, and its key staff are in post to enable the transition to happen smoothly and effectively.</p> <p>The service is subject to regular Monitoring Visits by Ofsted. Positive progress was observed in the September and December visits. Further visits are scheduled for March, May and August, after which a full inspection is anticipated.</p> <p>The DfE-appointed Commissioner for Children's Care continues to support and challenge the Council and the Trust to maintain improvement, reporting progress to the DfE.</p> <p>Operationally, the 'front door' is working well, and the workforce is more stable, with reducing reliance on agency SWs and managers</p> <p>Essex CC continues to support practice improvement</p> <p>A LGA peer review of CSE services in Birmingham undertaken in November 2017. Recommendations being taken forward by children's partners through the BSCB</p>	<p>Target risk rating: Medium / High</p> <p>Anticipated date of attainment of the target risk rating: April 2018.</p> <p>Source(s) of assurance regarding progress with mitigating the risk:</p> <p>These include:</p> <ul style="list-style-type: none"> • Management assurance, performance management and Practice Evaluation • Peer review • Ofsted visits • Scrutiny Committee monitoring • Quartet Meetings (Children's Improvement Programme Board) • Essex improvement support. <p>The refreshed improvement plan, with the necessary investment is being delivered.</p> <p>Trust Board in place to oversee improvement</p> <p>Service Delivery Contract being finalised detailing all aspects of the Trust's relationship with the Council</p> <p>The outdated Care First system is being replaced. Eclipse has been procured; project plan in place for implementation, with go-live scheduled for July 18</p>	<p>O&S - Schools, Children and Families O&S Cttee:</p> <p>The following discussions, reviews and updates have taken place:-</p> <p>Children Missing from Home and Care on 12/10/16 and April 2017. Children missing from education on 12/10/16 and 24/8/17.</p> <p>Safeguarding Improvement Plan at the informal July 2016 meeting. Ofsted visit and improvements to MASH / CASS -12/7/16. Cabinet Member questioned on improvements in July 17. Discussion on the Voluntary Children's Trust - July and September 2016</p> <p>Scrutinised plans going to Cabinet. - 23rd January 2017</p> <p>The Inquiry into Corporate Parenting was undertaken to improve the Cllrs role as Corporate Parents for Children in Care. This was agreed at Council on 4th April 2017</p>

Safeguarding / Welfare					
No.	Description - risk / issue	Current level of risk L/I	Current actions / Comments	Long term aim for the risk - including actions, timescales and target risk rating	Overview & Scrutiny (O&S) Review / Work & Internal Audit (IA) Work
				<p>Cabinet in January 2017 agreed moving to a shadow Children's Trust from April 2018.</p> <p>Cabinet in July 2017 agreed staff would be TUPE'd to the Trust and which staff groups would move; numbers of staff, overall budget and savings to be delivered in year.</p>	<p>Continued with scrutinising the progress with the improvement journey at the July 2017 committee meeting with the Cabinet member and Corporate Director.</p> <p>A number of briefings and updates on the Children's Trust (11 July 17 briefing, 13th September 2017 item at committee meeting and 22nd November 2017 workshop).</p> <p>In addition the committee have continued to scrutinise arrangements for children missing from home and care and Child Sexual Exploitation (18th October 2017).</p> <p>IA Reviews 2016/17: Child Protection Case Conference - Engagement, Dealing with Excluded Pupils, Children Missing From Education, Effective Social Working with Families, Carefirst, Sexual Health Contract - Identification of Child Sexual Exploitation, Personal Education Plans F/Up, IS Management (iCare Application).</p>

Safeguarding / Welfare					
No.	Description - risk / issue	Current level of risk L/I	Current actions / Comments	Long term aim for the risk - including actions, timescales and target risk rating	Overview & Scrutiny (O&S) Review / Work & Internal Audit (IA) Work
					IA Review 2017/18: Carefirst, Direct Payment Workflow, Direct Payments Interim Report , Children With Disabilities Interim Report , Pathways over 18 Care Leavers to Employment , Disabled Children's Social Care .
32	<p>Risk of significant disruption to Council services and failure to effectively manage and respond to emergency incidents, including acts of terrorism.</p> <p>Lead: Interim Chief Executive Owner: Jacqui Kennedy</p>	Significant / High	<p>Lead Director comment</p> <p>Project Argus briefing to CLT undertaken during summer 2017.</p> <p>Major incident exercise (Assured) November 2017.</p> <p>Protect and prepare meetings programmed quarterly for 2017. Action tracker in place.</p> <p>Corporate and LRF emergency plans in place.</p> <p>Working with LRF partners on exercising 24/7 out of hours emergency duty officer service in place including emergency control room.</p> <p>Security awareness briefings held with Council House Staff and elected members.</p> <p>Work progressing with Prevent Community Reference Group to incorporate community responses into wider resilience plans</p>	<p>Target risk rating: Medium / Significant</p> <p>Anticipated date of attainment of the target risk rating: Ongoing.</p> <p>Source(s) of assurance regarding progress with mitigating the risk:</p> <p>Cooperation with WMP CTU on their proposed Birmingham Protect and Prepare Board.</p> <p>Meeting to discuss this and wider issues 14th July 2017.</p> <p>Consolidate BCC and WMP P&P Processes</p>	<p>O&S - None.</p> <p>IA Review - None.</p>

Safeguarding / Welfare					
No.	Description - risk / issue	Current level of risk L/I	Current actions / Comments	Long term aim for the risk - including actions, timescales and target risk rating	Overview & Scrutiny (O&S) Review / Work & Internal Audit (IA) Work
33	<p>Failure of the STP to deliver a step change to the Health and Social Care system resulting in an improvement to the health and well-being of Birmingham citizens.</p> <p>Lead: Interim Corporate Director Adults Social Care & Health Owner: Graeme Betts</p>	Significant / Significant	<p>Lead Director comment</p> <p>The leadership of the STP has changed. The STP board has agreed a revised purpose which will mitigate this risk. However, the scale of the challenge including meaningful public and staff engagement will mean this process will not be fast. Additionally there are "task" requirements of NHSE which may deflect attention this year.</p> <p><i>The STP "purpose" is evolving under new leadership. A draft vision and values has been developed and under consideration by the STP Board.</i></p>	<p>Target risk rating: Low / Medium</p> <p>Anticipated date of attainment of the target risk rating: March 2019.</p> <p>Source(s) of assurance regarding progress with mitigating the risk:</p> <p>STP board which is represented by the Leader / Cllr Hamilton, CEO and Graeme Betts.</p>	<p>O&S - Health & Social Care O&S Committee have had regular updates on the STP both in main committee and Joint Birmingham / Solihull Health Scrutiny Committee.</p> <p>On 27th September 2016, Cllr Hamilton and Peter Hay attended HOSC to give an update. Cllr Hamilton highlighted concerns. In response to this the System Lead (Mark Rogers) and Workstream Leads (Dame Julie Moore, Sarah-Jane Marsh, John Short and Les Williams) attended committee on 25th October 2016.</p> <p>On 6th December 2016, a report on the current position regarding the STP was presented to City Council.</p> <p>A further update was presented by Piali Das Gupta on 21st February 2017.</p> <p>In addition, on 8th March 2017, Andrew McKirgan, who was then the Director BSoI STP and Judith</p>

APPENDIX A

Safeguarding / Welfare					
No.	Description - risk / issue	Current level of risk L/I	Current actions / Comments	Long term aim for the risk - including actions, timescales and target risk rating	Overview & Scrutiny (O&S) Review / Work & Internal Audit (IA) Work
					<p>Davis, Programme Director, Better Care Fund attended Birmingham / Solihull JHOSC to present a progress report.</p> <p>The new BSOL STP lead Dame Julie Moore, Andrew McKirgan, Director of Partnerships UHB and Graeme Betts attended the 21st November HOSC to update Members.</p> <p>IA Review - None.</p>

Statutory Responsibilities / Compliance with Statutory Responsibilities					
No.	Description - risk / issue	Current level of risk L/I	Current actions / Comments	Long term aim for the risk - including actions, timescales and target risk rating	Overview & Scrutiny (O&S) Review / Work & Internal Audit (IA) Work
1	<p>Management of Equal Pay Claims</p> <p>Lead: Interim Chief Finance Officer Owner: Kate Charlton</p>	Significant / Significant	<p>Lead Director comment Since 2007 to date a significant number of claims have been issued against the Council. The predominance of these claims relate to liability pre implementation of single status, which took place in 2008 and also liability post implementation of single status. The time limit for issuing further claims for both these types of claims has now expired.</p> <p>The Council has also received claims for post implementation of the Birmingham Contract (November 2011); some with limited pleadings.. The recent industrial action in waste management (July – November 2017) has increased the profile of Equal Pay. There remain considerable unknowns as to how many further claims might be brought and what risk or level of liability these claims might attract-</p> <p>Significant progress has been made in terms of defending equal pay claims and managing settlement negotiations, where approved by the Council. The settlement strategy is based on level of assessed risks in relation to the likely success of claims through the tribunal/court process and the availability of financial resources.</p> <p>The validity of all equal pay claims is constantly challenged by Legal Services. Each claim is subject to robust legal challenge before any offer to settle is made.</p>	<p>Target risk rating: Medium / Significant</p> <p>Anticipated date of attainment of the target risk rating: March 2018.</p> <p>Source(s) of assurance regarding progress with mitigating the risk:</p> <p>Management assurance - reporting to Corporate Governance Group, Audit Committee, external & internal audit review. With a view to preventing any discriminatory working practices, robust review of processes and checks and balances to mitigate against / prevent further liability where evidence of potential risk(s) is known / identified.</p>	<p>O&S - None.</p> <p>IA - Payroll review work undertaken annually.</p>

Statutory Responsibilities / Compliance with Statutory Responsibilities					
No.	Description - risk / issue	Current level of risk L/I	Current actions / Comments	Long term aim for the risk - including actions, timescales and target risk rating	Overview & Scrutiny (O&S)Review / Work & Internal Audit (IA) Work
26	<p>Failure to comply with all of the requirements of the Counter Terrorism and Security Act (2015) and the Prevent Duty.</p> <p>Lead: Corporate Director, Place Owner: Jacqui Kennedy</p>	High / High	<p>Lead Director comment</p> <p>The threat and vulnerability risk assessment of a terrorist attack in the UK places Birmingham as the most vulnerable city after London. In 2015 the Council and partners reviewed its infrastructure around this risk to take into account the Counter-Terrorism and Security Act 2015, that includes a duty on certain bodies ('specified authorities' listed in Schedule 6 to the Act), in the exercise of their functions to have 'due regard to the need to prevent people from being drawn into terrorism'.</p> <p>The duty does not confer new functions on any specified authority. The term 'due regard' means that the authorities should place an appropriate amount of weight on the need to prevent people being drawn into terrorism when they consider all the other factors relevant to how they carry out their usual functions.</p> <p>The Council has applied a partnership and mainstreaming approach to mitigate the risks associated with the threat.</p> <p>Governance for the Prevent programme has been strengthened with the Prevent coordinator now reporting directly to the Strategic Director and Assistant Chief Executive increasing visibility across the Council.</p>	<p>Target risk rating: Medium / Significant</p> <p>Anticipated date of review/attainment of the target risk rating: Ongoing</p> <p>Source(s) of assurance regarding progress with mitigating the risk:</p> <p>Delivery continues to be monitored by the CONTEST Board Chaired by the Deputy Leader.</p> <p>Prevent Delivery Plan in place driven by Counter Terrorism Local Profile, monitored by the Prevent Executive Board, chaired by Jacqui Kennedy.</p> <p>Security briefings to Council House staff & Members.</p> <p>Training for front line staff moved to a 'train the trainer' model - 600 trainers having been trained to deliver future WRAP awareness training to schools alleviating capacity issues within the local authority.</p> <p>Support continues to be provided to schools around Prevent via the Schools Resilience Officer and officer has been recruited.</p> <p>Prevent is embedded within CASS/MASH arrangements and within the Right Services, Right Time safeguarding procedures. A new screening tool has been developed to support the request for</p>	<p>O&S - Waqar Ahmed, Prevent Manager reported to Scrutiny on 26th April 2017 alongside Chief Social Worker Tony Stanley to discuss safeguarding arrangements for Prevent and radicalisation.</p> <p>IA Review 2016/17: Work undertaken during quarters 1&2.</p> <p>Birmingham contributing to the Home Office Audit on national Prevent activity.</p>

Statutory Responsibilities / Compliance with Statutory Responsibilities					
No.	Description - risk / issue	Current level of risk L/I	Current actions / Comments	Long term aim for the risk - including actions, timescales and target risk rating	Overview & Scrutiny (O&S) Review / Work & Internal Audit (IA) Work
				<p>support form and has been circulated to front line practitioners.</p> <p>CHANNEL is in place as a multi-agency pre-criminal space platform to support vulnerable people; and chaired by the DWPs Think Family Lead.</p> <p>Community initiatives in place commissioned by the Home Officer to provide community solutions and are regarded by the Home Office as national best practice with scaling up plans initiated to extend into other regional areas. Funding for a second community engagement worker has been secured, a secondment arrangement with the youth service is being agreed.</p> <p>BCC Resilience Team continues to lead on the Prepare and Protect strand of the counter-terrorism strategy.</p> <p>CTLP for 2018 delivered to the Chief Executive in January 2018 and the Prevent Executive Board in early February.</p>	
31	Increased pressure on the statutory homeless service in regards to volume of customers, which leads to significant financial pressure on the general fund due to increased use of B&B.	High / High	Although the service was forecast to be overspent by over £4.7 million in 2016/17, the final outturn was £2.6 million. To mitigate the financial pressure on the service, several management interventions have been put in place. These include a report to Cabinet in August 2017 to increase the number of homeless centres owned and managed by Birmingham City Council.	<p>Target risk rating: Medium / Medium</p> <p>Anticipated date of attainment of the target risk rating: March 2018.</p> <p>Source(s) of assurance regarding progress with</p>	<p>O&S -The Housing and Homes O&S Committee inquiry into rough sleeping was presented to City Council in June 2017, and progress on implementation of the recommendations was</p>

Statutory Responsibilities / Compliance with Statutory Responsibilities					
No.	Description - risk / issue	Current level of risk L/I	Current actions / Comments	Long term aim for the risk - including actions, timescales and target risk rating	Overview & Scrutiny (O&S) Review / Work & Internal Audit (IA) Work
	Lead: Corporate Director, Place Owner: Rob James		<p>Properties are to be refurbished for use as temporary accommodation, which avoids use of Bed and Breakfast (the most expensive).</p> <p>The report sets out:</p> <ul style="list-style-type: none"> Proposals for the creation of two additional homeless centres for use as temporary accommodation as part of the Council's statutory duty to provide temporary accommodation; and The approach and procurement strategy for the refurbishment of two Council owned properties for use as temporary accommodation. <p>In addition, a homeless prevention strategy is currently being consulted on, which aims to prevent people becoming homeless and assisting in sustaining tenancies. The strategy is to be reported to Cabinet in January 2018 and to full Council in February 2018. The Homeless Reduction Act is due to come into force in 2018, which will place additional burdens on the City to prevent homelessness and reduce the use of temporary accommodation. We are currently working with the Department of Communities and Local Government to produce an implementation plan for the City.</p> <p>As of 22 January 2018 Preparatory works remain ongoing at both locations. Tentative timeline has been provided by Acivico for Magnolia House and briefed to the Service Director. Acivico has</p>	<p>mitigating the risk:</p> <p>Management assurance - regular reporting to Cabinet Member, monthly meetings with finance, discussions at Housing DMT, 1to1s with Head of Service.</p> <p>Reduce known risks at fortnightly meetings with all partners and manage risk to reduce these through pro-active work</p>	<p>tracked for the first time by the committee at its December 2017 meeting. The Committee will continue to track this until all recommendations are achieved and a further report back is scheduled for February 2018. It is also proposed that at the same meeting the Committee be briefed on the implementation of the Homelessness Reduction Act.</p> <p>Members received an update on the implementation of the new Housing Allocations Scheme at their October 2017 meeting.</p> <p>The Committee has also held an informal meeting to consider the Budget Consultation 2018+ where Members were able to question the Cabinet Member about the proposal to make savings by providing other less costly accommodation options instead of using Bed & Breakfasts.</p> <p>IA Review 2017/18: Allocations.</p>

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			<p>been asked to reconsider this timeline and to bring occupancy dates forward. Risk is being managed by Acivico and the Service at fortnightly meetings. Costs as of 9 January 2018 were on budget.</p> <p>Work continues at Barry Jackson to remove asbestos and prepare the site for refurbishments works to begin this financial year. A detailed timeline will be provided 12 January 2018. Risk is being managed by Capital Investment Team, the Service and contractors at fortnightly meetings. There is considerable pressure from and opposition to the proposal from the local community. A plan has been agreed to address concerns however the risk remains very high that this project may be withdrawn as a result of community activity and pressure. Costs have exceeded agreed budget as a result of additional capital works agreed.</p> <p>The requirement to install sprinklers at both locations, further to the Leaders commitment, will push the full occupancy dates back to yet to be confirmed dates.</p> <p>Targeting of readily available void dwellings suitable for re-housing homeless households and for use as temporary accommodation has been increased to help reduce B&B use.</p>		
4	<p>Failure to successfully defend and / or settle pre 2008 equal pay claims.</p> <p>Lead: Interim Chief Finance Officer</p>	Significant / High	<p>Lead Director comment</p> <p>In 2010, the Tribunal determined that the Council had no defence to pre 2008 equal pay claims (Barker v Birmingham City Council). C12,000 early claims without the involvement of solicitors have been settled including a further cohort as part of</p>	<p>Target risk rating: Low / High</p> <p>Anticipated date of attainment of the target risk rating: March 2018.</p> <p>Source(s) of assurance regarding progress with</p>	See risk SR01 above.

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No.	Description - risk / issue	Current level of risk L/I	Current actions / Comments	Long term aim for the risk - including actions, timescales and target risk rating	Overview & Scrutiny (O&S)Review / Work & Internal Audit (IA) Work
	Owner: Kate Charlton Nominated for Deletion		settlement agreements reached in 2011 and 2013. Claims issued since January 2015 are now out of time and are not valid claims. The Council is succeeding in striking out these out of time claims. The validity of claims is constantly challenged by Legal Services. Each claim before any offer to settle is made is subject to robust legal challenge. Any offer of settlement is subject to available financial resources.	mitigating the risk: Management assurance - reporting to Corporate Governance Group, Audit Committee, external & internal audit review.	
5	Risk of further equal pay claims. Lead: Interim Chief Finance Officer Owner: Kate Charlton Nominated for Deletion	Significant / High	Lead Director comment Claimant solicitors are continually 'fishing' for further equal pay liability by issuing further equal pay claims in addition to those referred to in risks 01 and 04. The validity of these types of claims is, and will be subject to robust legal challenge. At the moment, there is no determination as to liability or attainment as to target risk due to the nature of the challenge.	Target risk rating: Medium / High Anticipated date of attainment of the target risk rating: Not known at current date. Source(s) of assurance regarding progress with mitigating the risk: Management assurance - reporting to Corporate Governance Group, Audit Committee, external & internal audit review. With a view to preventing discriminatory working practices, robust review processes and checks and balances have been put in place to mitigate against / prevent further liability post 2011; where evidence of potential risk(s) is known / identified.	See risk SR01 above.
34	With uncertainty on the UK air quality action plan following challenges through the judicial	High / Medium	Lead Director comment Weekly teleconference meetings with DEFRA's Joint Air Quality	Target risk rating: Medium / Low Anticipated date of attainment of the target risk	O&S - The Health & Social Care O&S Committee have carried out an inquiry into 'The Impact of

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	<p>system and the costs associated with the Government announcing infraction fines being passed down to Local Authorities in relation to air quality there is the potential of an initial £60m fine and then ongoing fines related to Birmingham not meeting air quality compliance.</p> <p>Lead: Interim Corporate Director Adults Social Care & Health Owner: Adrian Phillips</p>		<p>Unit to update mitigation plans.</p> <p>Monthly Air Quality Members Steering Group to provide strategic direction for wider Air Quality Programme including deployment of Clean Air Zone.</p> <p>Feasibility studies to measure air quality impact and assess measures and controls to meet compliance, including level of Clean Air Zone to be deployed.</p> <p>Development of overarching clean air policy for Birmingham for 2018.</p> <p>Positive engagement with WMCA.</p> <p>The Council has been issued with ministerial directions under the Environment Act (1995) to complete key milestones to be compliant for roadside NO₂ by 2020</p>	<p>rating: April 2019.</p> <p>Source(s) of assurance regarding progress with mitigating the risk:</p> <p>Wider Air Quality Plan that includes:</p> <ul style="list-style-type: none"> • Traffic management, signalling and signage controls - 12/2018. • Controlled Parking Zones - 12/2018. • BCC Internal & External Fleet transition to low / zero emission full Low / zero re-fuelling infrastructure - 04/2019. • Clean Air Zone strategic business case signed off by Secretary of State by 12/2017 to enable CAZ infrastructure for access restrictions deployed by 04/2019. • Revised Birmingham Taxi Licensing Policy based on air quality compliance emissions - 12/2018. • All BCC procurement frameworks and tendering processes aligned with CAZ compliance -12/2018. 	<p>Poor Air Quality on Health'. Evidence gathering took place on 17th January 2017 and 28th March 2017. Witnesses included:-</p> <ul style="list-style-type: none"> • Public Health England • Friends of the Earth • Birmingham Trees for Life • Transport for West Midlands • Birmingham Children's Hospital • Network Rail <p>The final report was presented to City Council for ratification on 12th September 2017.</p> <p>Further reports tracking the implementation of recommendations will be presented to HOSC on a regular basis beginning in January 2018 with progress report from Cllr Trickett on behalf of the Air Quality Members Steering Group</p> <p>IA Review - None.</p>

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12	<p>Failure to comply with all of the requirements of the Equality Act (2010) and the Public Sector Equality Duty.</p> <p>Lead: Corporate Director, Place Owner: Jacqui Kennedy</p>	Medium / Significant	<p>Lead Director comment</p> <p>The Public Sector Equality Duty (PSED) was created by the Equality Act 2010 and is set out in section 149. It applies to public bodies, such as local authorities listed in Schedule 19 to the Act, and to other organisations when they are carrying out public functions. The PSED contains specific duties (Specific Duties Regulations 2011) which are an important lever for ensuring that public bodies take account of equality when conducting their day-to-day work. When delivering their services and performing their functions, bodies subject to the PSED must have due regard to the need to:</p> <ul style="list-style-type: none"> • Eliminate discrimination, harassment and victimisation and any other conduct that is prohibited by or under the Act. • Advance equality of opportunity between people who share a relevant protected characteristic and people who do not share it. • Foster good relations between people who share a relevant protected characteristic and those who do not share it. <p>Legal challenge can delay implementation of change and significantly delay or reduce the planned savings to be achieved this may also have a detrimental impact on other services. It is important therefore, that Equality Assessments (EAs) are carried out robustly across BCC regarding all initiatives and service delivery changes. The responsibility for ensuring that EAs for all major policy / budget changes lies with the Directorates. All EA are subject to audit by Quality Control Officers and Senior</p>	<p>Target risk rating: Medium / Significant</p> <p>Anticipated date of attainment of the target risk rating: Attained.</p> <p>Source(s) of assurance regarding progress with mitigating the risk:</p> <ul style="list-style-type: none"> • Corporate Governance is in place to manage this risk effectively and close monitoring by ECS&CS and Legal Services will continue in order to address any issues which may arise. • Corporate Consultation undertaken on savings proposals. • Unique EA reference will be tracked and reported against individual Corporate Savings Proposals. • Corporate Steering Group to oversee compliance. • Initial RAG assessment of savings proposals to be undertaken. • Legal advice sought on high risk initiatives. • Process of Legal sign off on Cabinet Reports. <p>Management assurance. In addition to current guidance and information, the development and use of the online Equality Analysis Toolkit will help mitigate against managers undertaking inadequate EAs. The toolkit provides a step by step process</p>	<p>O&S - Corporate Resources and Governance O&S Committee to have briefing on HR matters including workforce equality on 2nd November 2017.</p> <p>IA Review - None.</p>

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			<p>Officers who sign off the completed EA through the Equality Analysis Toolkit in Black Radley. This supports the equalities agenda and compliance to legislation. They should ensure that the EAs produced by the service are capturing evidence of ongoing compliance. Legal Services are advising on high risk EAs and check compliance through the cabinet report clearance system.</p> <p>Following consultation with Legal Services and Directorate Equality Leads, the Equality Analysis Toolkit was developed to improve the guidance information to staff. If followed, this guidance should help improve the content and standard of EAs submitted for approval.</p> <p>All budget planning paperwork requires equality assessments to be completed at an early stage and throughout.</p> <p>The Equality Analysis Toolkit is available to Directorates to undertake EAs for all new Policies and Procedures, and the EA process includes a quality assurance check alongside a senior officer level sign off and assurance of each EA. Advice and support on completion of the EA is provided by Equality Champions and Legal Services where appropriate. Guidance on undertaking consultation has been updated and integrated within the toolkit. Over 700 staff ranging from GR5 through to JNC have been trained on the EA Toolkit and on undertaking an EA.</p> <p>Corporate consultation and EAs have been undertaken on all relevant corporate savings. Directorates will continue to undertake consultation and EAs for individual initiatives where</p>	<p>and on line guidance to completing an EA and developing an action plan.</p> <p>The online toolkit provides an overview of all EAs undertaken on the system.</p> <p>Project managers are encouraged to take legal advice on high risk initiatives.</p>	

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			<p>appropriate. This process is overseen by the Directorate Equality Champions. Directorate DMTs will monitor progress on the EAs alongside other performance related issues which are then reported to the CLT Performance Board.</p> <p>A robust approach exists for savings proposals. Corporate Consultation, EAs and all associated consultation are aligned, with emphasis on feedback from the protected groups.</p> <p>In line with the Specific Duties Regulations 2011, the Council must annually publish information relating to (a) people who are affected by our policies and practices who share protected characteristics; and (b) our employees who share protected characteristics. The Regulations also require us to set equality objectives every 4 years. In 2014 the Council published high-level actions identified to deliver the Council's business plan and achieve the Council's vision. In March 2016 the Council approved its vision, priorities and approach set out in the Council Business Plan. This will be reviewed as part of programme for the Council of the Future.</p>		
25	<p>Failure to comply with statutory timescales in relation to DoLS (Deprivation of Liberty) referrals, which could lead to legal challenge and result in financial loss to the Council.</p> <p>Lead: Interim Corporate Director, Adult Social Care & Health</p>	Medium / Significant	<p>Lead Director comment</p> <p>This risk is made of 2 components:</p> <p>1) DOLS in Care Homes and Hospitals - DOLS strategy was reviewed in July. ASC&H DLT and the Cabinet Member subsequently adopted the recommendation to adopt an alternative view of the balance of litigation risks v financial risks in this area. In line with the approach taken by the majority of West Midland Local Authorities, it will in future</p>	<p>Target risk rating: Medium / Significant</p> <p>Anticipated date of review/attainment of the target risk rating: September 2017.</p> <p>Source(s) of assurance regarding progress with mitigating the risk:</p> <p>A monthly position report is presented to the Directorate DOLS Project Board. A bi-monthly</p>	<p>O&S - None.</p> <p>IA Review 2016/17: Deprivation of Liberty Standards F/Up.</p> <p>IA Review 2017/18: Deprivation of Liberty 2nd F/Up.</p>

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	Owner: Tapshum Pattni		<p>only undertake DOLS assessments for those adults who meet the ADASS "High" criteria. The significantly enlarged Best Interest Assessor (BIA) team, with increased management and administrative support will remain but expenditure on the external BIA service has ceased. The effect is anticipated to be a reduction in the number of DOLS authorisations, but an increase of those of "High" priority (and existing cases due for renewal) being completed within the legal time limit. The overall position of the number of cases which have not been assessed will steadily increase, but this will be viewed as a lower risk to the Council than previously.</p> <p>2) Community DOLS - A business process, staff procedure, manager prioritisation guidance and staff training have been established, in conjunction with legal Services, and are now in use. This level of activity seems to be in line with that of</p> <p>3) other local authority areas.</p> <p>There has been no change since the last report so there is no update to report. The position remains as previously reported. The Target Risk Rating was achieved in September 2017 and now remains static.</p>	report is presented to the Cabinet Member.	
11	That the loss of significant personal or other sensitive data may put the City Council in breach of its statutory responsibilities and incur a fine of up to £500,000 from the	Low / High	<p>Lead Director comment</p> <p>Current controls based on encryption of data on mobile devices or copied to removable media; and programme of staff education and training.</p>	<p>Target risk rating: Low / High</p> <p>Anticipated date of attainment of the target risk rating: Attained.</p> <p>Source(s) of assurance regarding progress with mitigating the risk:</p>	<p>O&S - None.</p> <p>IA Reviews 2016/17: Sophos Post Implementation Review, N3 Network, IG - Fostering &</p>

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	Information Commissioner. Lead: Chief Operating Officer Strategic Services Owner: Malkiat Thiarai		Breach management processes have been established with clear lines of responsibility to the Senior Information Risk Owner (SIRO), and the Monitoring Officer. Known data breaches are discussed at the Breach Management Panel and reports and recommendations are presented to the Monitoring Officer for consideration to notify the Information Commissioner's Office. Egress has been deployed and is operational. The e-learning Information Governance modules were launched in October 2016 following approval by the SIRO.	The e-Learning modules have been rolled out to all staff that have access to e-mail. Training uptake as at 30 th September 2017 was approximately 58% across the Council. A report is being taken to CLT to discuss next steps. Further controls on assuring that suppliers and partners impose similar controls on Council data in their possession. <i>There is a risk that the low level take up of Information Governance training in the Council will create an information breach across the council</i> <i>CLT support to improve take-up. Consider possible sanctions.</i> <i>Update: 090118: Report being presented to IAB on 10.1.18 to highlight performance and discuss approaches to improving take-up going forward as part of GDPR.</i> <i>Updated Target Closure Date: Apr-18</i>	Adoption F/Up, Third Party Service Provision F/Up, Network Management and Data Quality - DfE Returns. IA Reviews 2017/18: Data Sharing, Third Party Service Provision, Information Assurance Framework, and <i>IG - Planning Application Compliance with DP Guidelines.</i>
35	General Data Protection Regulation Implementation - There is a risk of that our GDPR plan does not enable the authority to meet its obligations ready for	High/High	Lead Manager's comment GDPR materials being prepared by CIM and Legal; Legal Services seeking to appoint additional legal support	Target risk rating: <i>Medium / medium</i> Anticipated date of attainment of the target risk rating: <i>May 2018</i> Source(s) of assurance regarding progress with	O&S – None Internal Audit reviews – 2017/18. A readiness assessment completed which included a high-

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	<p>the May 2018 implementation date</p> <p>Lead: AD Peter Bishop Strategic Services Owner: Malkiat Thiarai</p> <p>Escalation of risk from Directorate Risk Register</p>		<p>GDPR is being recommended be included on the Corporate Risk Register because of the related new legislation, implementation date of May 2018 and the penalties involved for non-compliance.</p>	<p>mitigating the risk:</p> <p>KPMG have been commissioned to conduct a gap analysis to high risk areas for the Council. Feedback on 15.12.17 Head of CIM chairs GDPR project board that is taking forward current known actions.</p> <p>Target Closure date May 18</p>	<p>level action plan to assist the project focus on key deliverables.</p>
36	<p>Failure to respond positively and effectively to the required outcomes of the Grenfell Tower enquiry once known.</p> <p>Lead: Corporate Director, Place Owner: Rob James</p>	Low/ Medium	<p>Project plan produced for all programmes of works required to investigate cladding systems and any associated remedial works to further enhance existing fire safety measures.</p> <ul style="list-style-type: none"> • Programme to fit Sprinkler systems to 213 high rise blocks over a 3 year period starting 1/4/18 • Programme to carry out fire risk assessments to all communal areas annually <p>Programme of work underway to ensure tower block tenants understand fire safety measures and how to respond in the event of an emergency, including:</p> <ul style="list-style-type: none"> • Fire safety campaign – completion April 2018 	<p>Target risk rating: Low/Low</p> <p>Anticipated date of attainment of the target risk rating: 2019/20 financial year.</p> <p>Source(s) of assurance regarding progress with mitigating the risk: Housing/West Midlands Fire Service</p>	<p>O&S - None.</p> <p>IA Review – Proactive work to produce a fire risk index</p>

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No.	Description - risk / issue	Current level of risk L/I	Current actions / Comments	Long term aim for the risk - including actions, timescales and target risk rating	Overview & Scrutiny (O&S) Review / Work & Internal Audit (IA) Work
			<ul style="list-style-type: none"> • Fire awareness visits – completion autumn 2018 <p>Other actions include:-</p> <ul style="list-style-type: none"> a) Resilience processes review – completion autumn 2018 b) Night security service expansion c) Vulnerable persons review – completion autumn 2018 <p>Approached Government for grant funding for the installation of sprinkler systems</p>		
37	<p>Homeless Reduction Act – Insufficient council resources to meet the requirements of the Act fully.</p> <p>Lead Corporate Director, Place Owner: Rob James</p>	Medium/ High	<p>Implementation Plan to ensure compliance has been produced and consists of the following key work streams;</p> <ul style="list-style-type: none"> • Redesign the Housing Option Service • Awareness and Training (Staff, Trade Unions and Elected Members) • IT systems to be developed with Councils IT Fixture providers. • Accommodation, additional accommodation for staff, communication plan being produced. • Temporary Accommodation Services will require a complete review to reduce the Council's reliance on temporary accommodation moving to preventative measures. Report presented to EMT on 23rd January 	<p>Target risk rating: Medium/High</p> <p>Anticipated date of attainment of the target risk rating: April 2018 for initial implementation but further work over the next 12 months.</p> <p>Source(s) of assurance regarding progress with mitigating the risk: MHCLG</p>	<p>O&S: Information briefing will follow Cabinet decision.</p> <p>Audit: 2017/18 Housing Options Service</p>

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			<p>2018.</p> <ul style="list-style-type: none"> • Cabinet Report proposed – February/March 2018 <p>Ministry of Housing Communities & Local Government (MHCLG) are invited for a two day visit to assess operational plans and preparedness for implementation feedback due by the 12th February 2018.</p>		

Financial Resilience - Risks associated with austerity and the financial challenges facing BCC					
No.	Description - risk / issue	Current level of risk L/I	Current actions / Comments	Long term aim for the risk - including actions, timescales and target risk rating	Overview & Scrutiny (O&S) Review / Work & Internal Audit (IA) Work
3	<p>Failure to identify alternative funding stream for school PFI contracts revenue pressure, impacting on availability of maintenance funding for essential management of the LA schools estate.</p> <p>Lead: Interim Chief Finance Officer Owner: Jaswinder Didiaily</p>	High / Significant	<p>Lead Director comment</p> <p>Major review of PFI contract management arrangements underway following Local Partnerships pilot project.</p> <p>External consultants are engaged and a Lead Officer allocated to fully explore all opportunities to reduce PFI costs. Proposals are being brought forward and while the project more than pays for itself, there are limited opportunities to impact on the major £6m annual affordability gap.</p> <p>The savings proposal, being implemented to meet the current PFI affordability gap from within the funds available to invest in the maintenance of the estate, has not yet impacted on the funding available for emergency repairs. However, there are significant risks of funding shortfall into 2017/18, due to the diminishing annual maintenance grant funds available, particularly as more schools convert to academy status.</p> <p>The current risk rating relates to the PFI affordability gap and subsequent impact on availability of funding to address backlog maintenance across the schools' estate. The opportunities to reduce the PFI costs are limited, and this therefore remains a high risk in terms of management of the education infrastructure and potential impact of asset failure. There is a very substantial Schools Capital Programme in delivery that includes basic need and planned maintenance programmes, with further emergency maintenance projects emerging regularly. Mitigations include:</p>	<p>Target risk rating: Medium / Significant</p> <p>Anticipated date of review/attainment of the target risk rating: December 2017.</p> <p>Source(s) of assurance regarding progress with mitigating the risk:</p> <p>Management reporting on PFI savings.</p> <p>Oversight and monitoring of temporary school closures due to asset failure.</p> <p>A report was submitted to the March 2016 Audit Committee meeting outlining some of the initiatives being pursued to reduce the gap and a subsequent report has been considered at Cabinet (20th September 2016), detailing savings associated with the Broadway lifecycle arrangements.</p> <p>Savings associated with the Broadway life cycling arrangements achieved - £1.6m for 2017/18 as a one off payment followed by £330k pa for the duration of the contract.</p> <p>Outcomes of the benchmarking exercise which were implemented in December 2016 - a total net saving of £545,000 per annum for 5 years will be</p>	<p>O&S - None.</p> <p>IA Review - None.</p>

Financial Resilience - Risks associated with austerity and the financial challenges facing BCC					
No.	Description - risk / issue	Current level of risk L/I	Current actions / Comments	Long term aim for the risk - including actions, timescales and target risk rating	Overview & Scrutiny (O&S)Review / Work & Internal Audit (IA) Work
			<ul style="list-style-type: none"> Schools capital maintenance programme is successfully leveraging school spend on essential repairs and maintenance through a dual funding strategy. Dedicated resource is focusing on maximum savings against current PFI contracts. <p>Current restructure includes specialist resource to implement savings initiative including a review of Facilities Management and life cycling arrangements</p>	<p>achieved.</p> <p>Cabinet report 24th Jan 2018 with a proposal to review current facilities management arrangements. - The report was approved so the proposal to terminate the Facilities Management from the 7 Building Schools For the Future Design and Build (not to be confused with the PFI) schools contract.</p> <p>Restructure to be completed by March 2018</p>	
6	<p>The business case for the Highway Maintenance and Management PFI including delivery of significant investment into the highway network within the first five years of the contract (the Core Investment Period).</p> <p>Risk of failure to achieve all of the services required within the Core Investment Period</p> <p>Lead: Corporate Director, Economy</p>	High / Significant	<p>Lead Director comment</p> <p>The council has sought to resolve this issue informally and under various stages of the contractual Dispute Resolution procedure since April 2014. A High Court judgment in September 2016 ruled that the adjudication (which had been in the council's favour) "was wrong", but did not grant the declarations sought by the Service Provider.</p> <p>The Council, has been granted unconditional leave to appeal that decision.</p> <p>To fully resolve this dispute another related dispute will also need to be resolved and the way forward on this is also being considered.</p> <p>The options for an alternative resolution to these disputes (in conjunction with other disputes) continue to be considered.</p> <p>Cabinet authorised an interim agreement in July 2017 to enable this consideration to continue. In December 2017 Cabinet</p>	<p>Target risk rating: Low / Significant</p> <p>Anticipated date of attainment of the target risk rating:</p> <p>The date of the appeal hearing was 30 January 2018. A judgment is expected one to two months later, but is dependent on the Court.</p> <p>Resolution of the further dispute is not yet known but is likely to take many months.</p> <p>The council remains open to discussion towards a full agreement meeting the council's requirements before the appeal judgement is issued.</p>	<p>O&S - Economy, Skills and Transport OSC discussed with Cabinet Member at Committee on 22nd September 2016. A private session subsequently took place on 3rd November 2016. A further briefing for Members will be scheduled during 2017 subject to the outcome of the appeal.</p> <p>IA Review 2016/17: Highways PFI.</p>

Financial Resilience - Risks associated with austerity and the financial challenges facing BCC					
No.	Description - risk / issue	Current level of risk L/I	Current actions / Comments	Long term aim for the risk - including actions, timescales and target risk rating	Overview & Scrutiny (O&S) Review / Work & Internal Audit (IA) Work
			authorised an acceptable basis for settlement as part of a full agreement. The interim agreement expired on 31 December 2017 and it has not yet been possible to reach a full agreement on a basis which is acceptable to the council.	Source(s) of assurance regarding progress with mitigating the risk: External legal advice and representation has been engaged. Cabinet has approved the basis on which an acceptable settlement can be reached in December 2017. Department for Transport (as the sponsoring government department) is also fully engaged.	
29	Not developing sufficiently robust plans to support setting a balanced budget (including in the medium term), and not containing net spending within the approved budget Lead: Corporate Director Finance and Governance . Owner: Steve Powell	Significant / Significant	Lead Director comment <ul style="list-style-type: none"> Delivery of the budget and savings programme is being closely monitored, by CLT and the Budget Board to review delivery and to identify mitigating actions. This includes the future years' dimension as well as the in-year position Corporate Directors have clear accountability for the delivery of savings in their directorates. The Council holds reserves which can be used as part of a risk management strategy to support the implementation of the budget if necessary. The Council's LTFP is refreshed regularly to take account of latest information, including savings delivery issues. Plans for 2018/19 and later years have been revised accordingly. Proposals have been subject to corporate public 	Target risk rating: Low / Significant Anticipated date of attainment of the target risk rating: Ongoing. Source(s) of assurance regarding progress with mitigating the risk: Planned activities to further mitigate this risk: <ul style="list-style-type: none"> There is close monitoring of the delivery of the Budget and additional governance arrangements have been introduced. The Council has a risk management strategy to address issues relating to difficulties in the delivery of the savings programme. There is a clear focus on the development of robust consultation and implementation plans for all savings. There is focus on the project management of	O&S - The Corporate Resources and Governance O&S Committee have set up a Finance Sub-Committee to scrutinise budget matters with the Deputy Leader. O&S Update: Each Scrutiny Committee considered aspects of the budget relevant to their remits (December 2017 to January 2018) and findings will be fed back as part of the budget consultation process. IA Review 2017/18: Financial

Financial Resilience - Risks associated with austerity and the financial challenges facing BCC					
No.	Description - risk / issue	Current level of risk L/I	Current actions / Comments	Long term aim for the risk - including actions, timescales and target risk rating	Overview & Scrutiny (O&S) Review / Work & Internal Audit (IA) Work
			consultation, in the period December 2017 – January 2018 and more specific engagement and consultation will also take place where appropriate.	the savings programme. The Council maintains a medium term perspective in its financial plans - spending, savings and resources.	Control Review.
15	<p>Risk of not recognising the need to divest of costly property assets in radical new solutions to reframe service delivery; driving out property for disposal, but beyond capital receipt generation, ultimately solutions should deliver innovative and appropriate reductions in future revenue operating costs.</p> <p>Lead: Corporate Director, Economy</p> <p>Owner: Alex Grey</p> <p>No Update required</p>	Significant / Medium	<p>Lead Director comment</p> <p>Risk mitigated by:</p> <ul style="list-style-type: none"> The Future Council Programme and proposals put out to public consultation, have the potential to drive commitment to property rationalisation, as part of the contributions to future years cost reductions. To assist with property rationalisation alongside future service planning and development programmes, a Property Services Business Partner role has been established with the Place Directorate. The Corporate Landlord Service has continued to deliver the facilitation of delivery of further organisation changes. Accommodation changes across Directorates continue to be dealt with and delivered. Continued development of the corporate property database (Techforge) - information and systems development 	<p>Target risk rating: Medium / Low</p> <p>Anticipated date of attainment of the target risk rating: April 2018. Ongoing and subject to potentially, significant change driven by BCC corporate business plan (this is currently “continuously changing in the short term”).</p> <p>Source(s) of assurance regarding progress with mitigating the risk:</p> <p>Management assurance.</p>	<p>O&S - None.</p> <p>IA Review - None.</p>

Financial Resilience - Risks associated with austerity and the financial challenges facing BCC					
No.	Description - risk / issue	Current level of risk L/I	Current actions / Comments	Long term aim for the risk - including actions, timescales and target risk rating	Overview & Scrutiny (O&S) Review / Work & Internal Audit (IA) Work
			<p>continues to progress as planned and the additional functionality is being applied in the management of repairs and maintenance costs, provision of information and analysis to inform strategic decision making, etc.</p> <ul style="list-style-type: none"> The 'Smarter Working' project is intended to increase agility and bring further organisation and management culture change across the Council. A key outcome will potentially be further rationalisation of the Central Administration Buildings portfolio. 		

Political - Risks driven by the political agenda					
No.	Description - risk / issue	Current level of risk L/I	Current actions / Comments	Long term aim for the risk - including actions, timescales and target risk rating	Overview & Scrutiny (O&S) Review / Work & Internal Audit (IA) Work
19	<p>Failure to deliver the Council's localisation agenda and commitments made in the Council's Improvement Plan and Leaders Policy Statement.</p> <p>Lead: Corporate Director, Place Owner: Chris Jordan</p>	Low / Medium	<p>Lead Director comment</p> <p>The Improvement Panel have assessed progress in relation to the specific prescriptions made on localisation through the independent Lord Kerslake report and commitments made against this in the Council's Improvement Plan in September 2015 and January 2016. The feedback from this has been positive. In particular all direct recommendations have been actioned including the transfer of delegations away from district</p>	<p>Target risk rating: Low / Medium</p> <p>Anticipated date of attainment of the target risk rating: Attained.</p> <p>Source(s) of assurance regarding progress with mitigating the risk:</p> <p>Management assurance as detailed in Lead</p>	<p>O&S - The Corporate Resources O&S Committee has completed a piece of work around district and ward arrangements. This includes a review of arrangements put in place in May 2015 and options for the future development of devolution. The Neighbourhood & Community Services O&S</p>

	<p>Nominate Risk for Deletion</p>		<p>committees and the delineation of a new role for district committees. Services are now accountable to cabinet portfolios and management. The remit for district committees around neighbourhood challenge and community planning has been embedded effectively. Policy guidance for this was agreed by cabinet in July 2015 and development undertaken with members in five sessions over July to October, with delivery of outcomes currently live within 2016/17. Delivery against this has been performance managed through the Future Council Local Leadership sub programme board meeting fortnightly. This has now moved to business as usual.</p> <p>The next phase of local leadership / political governance is being shaped through the newly formed Cabinet Committee Local Leadership.</p> <p>Four Assistant Leaders have been given responsibility to review local working with a focus on 'every place matters' and 'delivering differently in neighbourhoods'. A clear timetable has been set out for their work and how this ties into the changing landscape for wards and district committees.</p> <p>Changes were put in place following the Kerslake recommendations. Constitutional changes implemented in May 2015 withdrew service and financial delegations from District Committees replacing these with a greater emphasis on scrutiny of local service delivery. Wards Forums were given a greater emphasis on community engagement. The next phase of local leadership has been overseen by the 4 Assistant Leaders and Cabinet Committee Local Leadership. This work has resulted in proposals to remove District Committees and give further emphasis to the role of wards. Full Council has also supported Scrutiny recommendations regarding the development of a policy around parishes and community governance. The work on Ward Forums and parishes/community governance will continue over</p>	<p>Director comment - Scrutiny Report in January 2013.</p> <p>Cabinet Committee Local Leadership has been meeting monthly since July 2016 and now has accountability for progressing this agenda. The Neighbourhood Operating Model is now one of the formal transformation programmes feeding into the CLT Performance and Transformation Board.</p>	<p>Committee completed a review of the Neighbourhood Challenge. Recommendations were made to the Leader. The Corporate Resources and Governance OSC questioned Assistant Leaders at their meeting in January 2017 and completed a Review of the relationship between the Council and Parish Councils in December 2017. This will be tracked in March 2018.</p> <p>IA Review - None.</p>
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			the coming months. The removal of Cabinet Committee Local Leadership means that Cabinet will now oversee policy development in this area.		
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Technology					
No.	Description - risk / issue	Current level of risk L/I	Current actions / Comments	Long term aim for the risk - including actions, timescales and target risk rating	Overview & Scrutiny (O&S)Review / Work & Internal Audit (IA) Work
16	<p>There is a risk that web services to customers or work with partners may be disrupted by malicious attacks on the City Council's web based services.</p> <p>Lead: Chief Operating Officer Owner: Peter Bishop</p>	Significant / Medium	<p>Lead Director comment</p> <p>The following control measures are routinely taken by the Council's Information, Technology and Digital Services Team:</p> <ul style="list-style-type: none"> Continuously scan the information security landscape with partners to detect upcoming and new vulnerabilities which could be exploited by potential hackers. This ensures that SB are aware of all risk posed by different intrusion methods. Have updated the Council's firewalls and introduced Intrusion Prevention Services as part of the firewall implementation. This means the firewalls are receiving regular updates from the supplier to detect new and evolving types of security attack. The firewalls detect and defeat many thousands of attacks every day. Have implemented a cloud based Distributed Denial of Service system that defends four of the Council's main websites from high volume attacks where hackers are trying to flood the Council's websites with requests for service. This service regularly defends the Council's web sites from attackers and the contract is currently being renewed. Have implemented the PSN walled garden which has 	<p>Target risk rating: Low / Medium</p> <p>Anticipated date of attainment of the target risk rating: Ongoing - this risk can only ever be mitigated, and never fully closed due to the nature of hacking etc.</p> <p>Source(s) of assurance regarding progress with mitigating the risk:</p> <ul style="list-style-type: none"> The Council are now transmitting sensitive data securely through the PSN secure infrastructure together with the improvements / enhancements made to the firewalls. BCC has successfully passed its PSN accreditation. Service Birmingham, on behalf of the Council, are constantly monitoring the information security landscape with solution providers to detect upcoming and new vulnerabilities which could be exploited by potential hackers. Given the nature of this risk these activities are now being kept under constant review. 	<p>O&S - Referenced in the Scrutiny Inquiry 'Refreshing the Partnership: Service Birmingham' (presented to Council in June 2015).</p> <p>IA Review 2016/17: Web Page Security F/Up.</p>

Technology					
No.	Description - risk / issue	Current level of risk L/I	Current actions / Comments	Long term aim for the risk - including actions, timescales and target risk rating	Overview & Scrutiny (O&S) Review / Work & Internal Audit (IA) Work
			<p>enhanced the security of all users accessing web based government systems. PSN services have been remodelled and are currently being monitored to ensure secure transmission.</p> <p>The management of cyber risks within BCC will form part of the security strategy and responsibilities clearly defined. The ICF will ensure that the cyber risk investment strategy is aligned to, and supports strategic priorities.</p> <p>There is improved reporting of cyber risks and security incidents which will be presented to the Corporate Information Security Group bi-monthly. This will ensure BCC are fully aware of potential regulatory & legal exposures and can assess the implications for future investment decisions.</p>	<ul style="list-style-type: none"> The next health check (a mandatory requirement of PSN) has recently been completed. 	
14	<p>Inadequate or ineffective corporate control of non-core IT spend as a result of insufficient in-house IT expertise within Directorates to ensure software / systems changes are adequately specified, that their implementation is adequately managed and that changes are adequately coordinated across the organisation to maximise the benefit to the Council.</p> <p>Lead: Chief Operating Officer Strategic Services</p>	Medium / Significant	<p>Lead Director comment</p> <p>New project governance arrangements are in place across the Council and will be further refined to align with the changes to the partnership with Service Birmingham.</p> <p>In addition the transition from Service Birmingham will see the Council rebuilding its in house ICT function to ensure it has the appropriate skills. This work is currently planned but it is anticipated the approach will be phased.</p>	<p>Target risk rating: Low / Significant</p> <p>Anticipated date of attainment of the target risk rating: December 2018.</p> <p>Source(s) of assurance regarding progress with mitigating the risk:</p> <p>As described in the ICT& Digital strategy 2016-2021 - Governance Theme; a new governance framework has been implemented. This will be furthered enhanced by the introduction of a design authority / enterprise architecture function that will provide understanding of how the complete organisation operates in terms of its customers, the</p>	<p>O&S - Completed Scrutiny Inquiry 'Refreshing the Partnership: Service Birmingham' (presented to Council in June 2015). A progress report on implementation of the recommendations was considered at the April & September 2016 meetings of the Corporate Resources O&S Committee.</p> <p>IA Reviews 2016/17: IT Project Governance F/Up, IT Service Management F/Up, IT</p>

Technology					
No.	Description - risk / issue	Current level of risk L/I	Current actions / Comments	Long term aim for the risk - including actions, timescales and target risk rating	Overview & Scrutiny (O&S) Review / Work & Internal Audit (IA) Work
	Owner: Peter Bishop Nominated for Deletion			business and how it employs IT&D. Enterprise Architecture is a coherent and complete set of principles, methods and models that are used in the design and a realisation of an enterprise's organisational structure, business processes, information systems, and infrastructure.	Project Governance -2017. IT Project review - ChildView Hub. IA Review 2017/18: IT Procurement.
17	Ineffective Corporate Risk Marker IT solution. Lead: Chief Operating Officer Transformation Owner: Chris Gibbs	Low / Medium	Lead Director comment Paper went to CLT on 18 th January 2018, explaining how it worked currently and what the issues were around funding the costs of accessing the register, including a suggestion we bring the budget together centrally so people don't feel they can't afford to do it. There were a number of actions from CLT, including that: 1) CLT approve the use of the Data Warehouse as a mandatory requirement to check risk markers prior to any visits being undertaken by BCC employees to both domestic properties and businesses 2) CLT will review the funding of the Data Warehouse as part of the Councils long term financial plan to ensure that the risks associated with failure to comply are minimised and that the data warehouse continues to be available for use across the council 3) CLT will identify the appropriate Director to be the named officer responsible for the risk marker solution (currently this is the director of HR) 4) CLT will require the safety manager to draft the appropriate guidelines for usage of the risk marker solution by employees and managers prior to any visits being undertaken. A further report is to be bought back to CLT.	Target risk rating: Low / Medium Anticipated date of attainment of the target risk rating: Attained. Source(s) of assurance regarding progress with mitigating the risk: Management assurance. Currently the data warehouse pulls in the risk markers from CRM, Housing, MAPSS and CareFirst. Any user of the warehouse that searches a relevant name or address will have the respective risk markers presented to them. The risk markers not only relate to health and safety but child / vulnerable adult safeguarding too. The Audit team are in the process of creating an Intelligence Network across the City for anyone who has an investigative, enforcement or	O&S - None. IA Review - None.

Technology					
No.	Description - risk / issue	Current level of risk L/I	Current actions / Comments	Long term aim for the risk - including actions, timescales and target risk rating	Overview & Scrutiny (O&S) Review / Work & Internal Audit (IA) Work
				<p>regulatory element to their role; or are likely to have some contact with the public.</p> <p>Council Tax, Business Rates and Rents have a risk marker on their respective systems; this risk marker is extracted and added to the data warehouse.</p> <p>Monitoring the use of the IT system by Corporate Safety Services.</p>	

Transformation					
No.	Description - risk / issue	Current level of risk L/I	Current actions / Comments	Long term aim for the risk - including actions, timescales and target risk rating	Overview & Scrutiny (O&S) Review / Work & Internal Audit (IA) Work
7	<p>Lack of capacity and capability to respond to threat of industrial action, employee relations tensions, poor service, performance issues, sickness absence levels and poor morale due to organisational downsizing and pay freezes.</p> <p>Lead: Chief Operating Officer Transformation Owner: Claire Ward</p>	Significant / Significant	<p>Lead Director comment</p> <p>Collective agreement has been reached on a package of measures that will secure required reduction in the cost of employment for 2017/18, 2018/19 and 2019/20. This has greatly diminished the likelihood of action on a widespread basis. <i>The proposed national pay award is more generous than originally anticipated and unlikely to elicit national action.</i></p> <p>There are some proposals in the 2017/18 s188 Notice that might generate localised disputes & potential action and poor attendance / performance challenges. <i>There are further proposals for 2018-19 which may create challenge</i></p> <p>Council wide attendance levels are <i>stable</i>.</p> <p>There are business continuity plans in place in readiness for industrial action. <i>Bespoke HR support is being provided to identify high risk areas. However contingency plans need testing. Monthly meetings taking place so that we have a corporate, unified approach, showing all current and potential industrial action</i></p>	<p>Target risk rating: Low / Medium</p> <p>Anticipated date of attainment of the target risk rating: Ongoing.</p> <p>Source(s) of assurance regarding progress with mitigating the risk:</p> <p><i>Following significant employee engagement and collective consultation and negotiation with the trade unions, we have reached a collective agreement with the trade unions regarding the workforce savings proposals. Therefore there is now a low likelihood of industrial action in relation to these changes.</i></p> <p>Expert HR support is being provided to areas experiencing significant employee relations challenges relating to service redesign and headcount reduction.</p> <p><i>There continues to be regular and positive engagement and dialogue with the trade unions at a corporate and regional level as appropriate</i></p>	<p>O&S - The Corporate Resources OSC received an update from the Deputy Leader and senior HR officers at a briefing in September 2017.</p> <p>IA Review - None.</p>

Transformation					
No.	Description - risk / issue	Current level of risk L/I	Current actions / Comments	Long term aim for the risk - including actions, timescales and target risk rating	Overview & Scrutiny (O&S) Review / Work & Internal Audit (IA) Work
10	<p>Not responding fully and effectively to the recommendations made in the Kerslake Report and implementing the Future Council Programme.</p> <p>Lead: Interim Chief Executive Owner: Angela Probert</p>	Medium / Significant	<p>Lead Director comment</p> <p>Decision to pause on Corporate PMO activity in May 2017, but with programmes of work expected to progress in a streamlined way, owned by all directorates.</p> <p>Following recent activity (Nov 17 – Jan 18), which has seen Programme and Project Management resource transfer into Strategic Services Business Improvement, there is appreciation of a strong programme offer from corporate which is fair and equitable based on Council key priorities to add value to the organisation 1) implementation and delivery of budget decision requires to be coordinated and tracked in a visible and coordinated way 2) key programmes of work such as the Commonwealth Games to benefit from programme/ project management approach 3) Complimentary work to develop a more robust performance framework based on insight from our citizens, partners, staff, performance indicators and monitoring visits, linked to a four year political cycle that focuses on council priorities, BAU and key improvement areas</p>	<p>Target risk rating: Low / Significant</p> <p>Anticipated date of attainment of the target risk rating:</p> <p>Source(s) of assurance regarding progress with mitigating the risk:</p> <p>In November 2016, the Birmingham Independent Improvement Panel recognised that the Council had made progress in addressing many of its own improvement priorities and handled effectively some unexpected external events and challenges. The Panel also noted that focused activity has enabled the Council to further address some of the outstanding recommendations from Lord Kerslake's review.</p> <p>Corporate Programme Management Office (PMO) and governance arrangements established in January 2017 for Council of the Future (Future Council phase 2) to build governance assurance and aid visibility.</p> <p>Corporate Programme / Project templates for day to day management and governance reporting to aid and hold account for implementation of key changes to meet budget savings and improve outcomes and services across the council. This will ensure progress is understood and risk and issue management owned if any barriers. Council to also manage internal and external resources and understand cost of change.</p>	<p>IA Review : None currently at this time, conversations being undertaken.</p>

Transformation					
No.	Description - risk / issue	Current level of risk L/I	Current actions / Comments	Long term aim for the risk - including actions, timescales and target risk rating	Overview & Scrutiny (O&S) Review / Work & Internal Audit (IA) Work
18	<p>Failure to adequately identify the costs and benefits of alternative delivery models arising from Service Reviews to enable them to be fully and accurately modelled and ensure they are feasible and the changes proposed can be delivered, before the decision to move forward is made.</p> <p>Failure to fully implement the decisions taken to change BCC policy and service delivery to enable delivery of expected benefits / efficiency gains.</p> <p>Lead: Chief Operating Officer Transformation Owner: Mike Smith</p> <p>No update required.</p>	Medium / Medium	<p>Lead Director comment</p> <p>Any alternative delivery model must demonstrate some benefit and better value for the Council. There needs to be the early identification of all costs and benefits as part of the formulation and evaluation of options in the consideration of the business case.</p> <p>The ADs of Finance will provide support on key projects based on their area of expertise.</p> <p>Those developing new service delivery options need to evaluate the full circumstances on a case-by-case basis, seeking proper advice where necessary, in order to identify the implications of the change in service delivery model. This will include assessing what will be left behind in BCC (e.g. fixed overheads, income targets etc.) as well as ensuring that all of the costs and income of the new model are taken into account - including those which are not applicable to a local authority model of delivery (e.g. taxation), together with some sensitivity and risk analysis. This needs to be done before any commitments are given. The need to evaluate the full circumstances for each delivery option requires a proportionality to it, and due regard for the need for calculated assumptions in order to avoid over-engineering financial modelling based on projected costs.</p> <p>The risk to the transferred service is the possible future loss of the Council as a customer and the risk to the Council is the loss of services provided to the transferred service as a customer, if the transferred service obtains these same services from another</p>	<p>Target risk rating: Medium / Medium</p> <p>Anticipated date of attainment of the target risk rating: Attained.</p> <p>Source(s) of assurance regarding progress with mitigating the risk:</p> <p>Management assurance - reports to CLT, notes and actions from Corporate Commissioning Board agenda. Dialogue with directorate lead commissioners. Finance to be involved in commissioning reviews.</p> <p>Additional resources to support commissioning recruited (internally) to support the commissioning approach. Commissioning Toolkit in place.</p> <p>Risk will be managed on a case by case basis through proper use of the Toolkit, and through reviews supported by the ADs of Finance.</p> <p>A checklist developed by AD Finance (Strategy) will continue to be used to ensure proper evaluation and appraisal of decision making reports.</p> <p>Corporate Commissioning Board will provide the governance for new delivery models and commissioning strategies.</p> <p>CPS believes that given the challenges encountered in supporting alternative delivery</p>	<p>O&S - Corporate Resources and Governance O&S Committee undertaking overview of procurement strategy for DCFM services.</p> <p>IA Reviews 2016/17: Acivico Contract Monitoring - Overall delivery of Contract and Contracts & Procurement Summary Report 2015/16. Acivico Contract Monitoring - Final Accounts Process.</p> <p>IA Review 2017/18: Acivico Review of Business Continuity Arrangements.</p>

Transformation					
No.	Description - risk / issue	Current level of risk L/I	Current actions / Comments	Long term aim for the risk - including actions, timescales and target risk rating	Overview & Scrutiny (O&S) Review / Work & Internal Audit (IA) Work
			<p>provider.</p> <p>These risks need to be managed by the corporate commissioning hub with peer reviews undertaken by Thematic Centres of Excellence and approval via Cabinet.</p>	<p>models, and the innovative approaches required, the risk remains at Medium / Medium (target met). Only when we have examples of alternative delivery models being successfully implemented should this risk be removed.</p> <p>Mitigations detailed above are now in place with commissioning checklists to CCB ensuring that appropriate resources are in place to manage risk in implementing alternative service delivery models.</p>	
20	<p>Allowance payments.</p> <p>Lead: Chief Operating Officer Strategic Services Owner: Claire Ward</p> <p>Nominated risk for deletion.</p>	Medium / Medium	<p>Lead Director comment</p> <p>The bulk of unpaid allowances claims have been successfully managed by Legal Services on a case by case basis, with outstanding claims being considered and managed by Legal Services on the same basis.</p> <p>As new case law is decided challenges to payments have arisen including:</p> <ul style="list-style-type: none"> • Holiday pay - has now been addressed. • Sleeping in allowance - case law remains ambiguous so at this point all claims are on hold. • Travel time - currently a subject of internal challenge, but may become a matter for Employment Tribunal. • Payment of annual leave on bank holidays – issue of inaccurate payments within a specific service <p>An assessment of claims is made and as appropriate defended or settled dependent on legal advice. There is a clear policy and monitoring framework regarding the application of regular</p>	<p>Target risk rating: Medium / Medium</p> <p>Anticipated date of attainment of the target risk rating: Attained.</p> <p>Source(s) of assurance regarding progress with mitigating the risk:</p> <p>Management assurance.</p> <p>All new claims for allowances are being assessed on their merits and defended wherever practical.</p> <p>Use of overtime is being monitored on a monthly basis, with Strategic Directors taking responsibility for addressing any areas of concern.</p> <p>A new universal Flexi scheme part of the new contract of employment was introduced in 1st July 2017.</p>	<p>O&S - None.</p> <p>IA Review - None.</p>

Transformation					
No.	Description - risk / issue	Current level of risk L/I	Current actions / Comments	Long term aim for the risk - including actions, timescales and target risk rating	Overview & Scrutiny (O&S) Review / Work & Internal Audit (IA) Work
			overtime. A new standard Flexi scheme has been developed as part of the Future Council workforce Contract.	There is a Governance Board monitoring any potential high risk claims.	

Removed Risks:

Ref No.	Risk description	Reason for removal	Date removed
53	Inadequate or ineffective corporate control of non-core IT spend.	Merged with risk 52 to become: Insufficient in-house IT expertise within Directorates & Inadequate or ineffective corporate control of non-core IT spend.	July 2013
5	Safer recruitment.	Had been at target level of risk for over 12 months, will be managed locally in future.	July 2013
36	Council Tax Rebate scheme.	The Council Tax Rebate scheme has been adopted by Full Council and was implemented with effect from 1/4/2013.	July 2013
49	Delivery of Business Charter for Social Responsibilities.	Cabinet reports and policies for Social Value: The Charter and Living Wage were approved by Cabinet in April 2013.	July 2013
43	Implications to BCC regarding decision making due to the provisions within the Localism Act and need to respond to community approaches under the Act.	This issue has been assessed as having met the target level of risk (Low likelihood and Medium impact) since May 2013. Corporate Resources and Development & Culture Directorates to continue to monitor locally.	November 2013
4	Need to achieve the full benefits from the whole business transformation programme - including financial and non-financial benefits.	The risk has been fully mitigated and is assessed as being a low likelihood and low impact. The financial challenge going forward is covered within Risk 28 "On-going reduction in government grants resulting in a shortfall in resources compared to projections from 2013/14".	March 2014
1d	Failure to successfully settle pay & grading and allowances equal pay claims.	The issues will be addressed within risks 1a - 1c & 44.	July 2014
26	Failure to utilise resources well in jointly working with the NHS to reduce delayed discharges as measured by National Performance Indicator ASCOF2C.	No Birmingham hospitals are now fining the Council for delayed transfers of care activity, and Members are supportive of the progress made and sustained.	July 2014
48	Delivery of new Public Health responsibilities.	All of the actions relating to the transition of Public Health have been actioned.	July 2014

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Ref No.	Risk description	Reason for removal	Date removed
20	Demonstration of benefits arising from Customer First.	All of the actions for 2014/15 are being put in place, ie: Launch of the new Housing Repairs functionality which was delayed from last year, re-design of the website, promotion of self service, improvements to online forms, etc.	November 2014
25	Production of timely & accurate IFRS Final Accounts.	The accounts were submitted on 30 th June 2014.	November 2014
51	Service Birmingham support provided to the SAP HR and payroll system.	There has been significant progress against an agreed improvement plan and the service is now significantly more stable.	November 2014
2015/16.08	Insufficient resources (finance & people) to agree / deliver the change programme.	Cabinet approved a report on 20 th April 2015 that set out the Children's Social Care and Early Help Improvement Plan for 2016-2018, including the appropriate financial envelope for the plan.	July 2015
2015/16.25	Supply chain failure by reason of supplier withdrawal, liquidation or contract non-compliance.	Following identification of this risk, processes and procedures were developed and rolled out to key contract managers across the organisation with supply chain risk assessments being completed by suppliers. The supply chain risk assessment process is now captured as an annual activity within the supplier annual reviews and the Council's contract management toolkit.	July 2015
2015/16.26	PSN resubmission.	The Council has successfully retained PSN submission till April 2016.	July 2015
2015/16.27	Financial implications of failing to meet obligations regarding climate change and sustainability - carbon tax cost.	We have made four submissions out of four without issue (and passed an Environment Agency Audit in 2011), giving a 100% success record. The 2014/15 return is progressing normally.	July 2015
2015/16.28	Potential for disruption to council services due to the need to transition to a new Banking Services provider with effect from 1/4/2015.	The banking transfer has been successfully concluded.	July 2015
2015/16.10a	Resolution of contractual issues in the Highway Maintenance & Management PFI contract.	A commercial settlement signed on 18 th December 2015, resolved a number of contractual issues.	March 2016

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Ref No.	Risk description	Reason for removal	Date removed
2015/16.29	Risk of Court deciding against the Council regarding the Homeless Service.	The High Court dismissed the four applications for Judicial Review.	March 2016
21 (old 35)	IT refresh / update.	The desktop refresh is progressing as business as usual, and PSN compliance means that we cannot have unsupported applications running on our network.	July 2016
23 (old 59)	Risk of enforcement action and fines of up to £500,000 by the Information Commissioners Office (ICO) for failure to comply with the 40 day timescale for responding to Subject Access Requests (SARs).	There has been considerable improvement in responding to Subject Access Requests. The Information Commissioner's Office is happy with the progress being made and are no longer monitoring the Council.	November 2016
8 (old N/A)	Risk of challenge regarding implementation of the Younger Peoples Re-Provision Programme.	The work stream is now closed, and efficiency and savings targets have been transferred to the Maximising Independence of Adults (MIA) Board.	March 2017
9 (old 57)	Failure to respond fully and effectively to the issues from recent reviews concerning school governance and related matters.	A much improved performance culture and set of arrangements are now in place for the Council's education services.	March 2017
13 (old 28)	Not planning appropriately for the on-going reduction in government grants.	This is an annual risk, but there are processes in place to manage it.	March 2017
24 (old N/A)	That the need to address the updated Pensions Deficit will result in an increase in employer contributions.	This risk crystallised in the setting of the 2017/18+ budget. The information received has been fully taken into account in the update of the Council's medium term financial plan, and in the development of savings proposals.	March 2017
28	Risk that in its early stages of delivery the Sustainability Transformation Plan (STP) will not alleviate the financial position of social care.	The Council budget from April 2017 does not make assumptions regarding this proposal contained in the previous year's budget; and is no longer a major financial risk to the organisation.	July 2017
22	Risk of fines from HMRC for Directorates employing long term consultants.	There are now processes in place for the engagement of off payroll individuals.	November 2017
27	Risk of claims for payback of search fees charged by the Council.	The potential liability is less than £160k, and this risk will be monitored via the directorate risk register.	November 2017