

Members are reminded that they must declare all relevant pecuniary and non-pecuniary interests relating to any items of business to be discussed at this meeting

BIRMINGHAM CITY COUNCIL

AUDIT COMMITTEE

TUESDAY, 25 JULY 2017 AT 14:00 HOURS
IN COMMITTEE ROOM 6, COUNCIL HOUSE, VICTORIA SQUARE,
BIRMINGHAM, B1 1BB

A G E N D A

1 NOTICE OF RECORDING/WEBCAST

The Chairman to advise/meeting to note that this meeting will be webcast for live or subsequent broadcast via the Council's Internet site (www.birminghamnewsroom.com) and that members of the press/public may record and take photographs except where there are confidential or exempt items.

2 APOLOGIES

To receive any apologies.

3 - 8

3 MINUTES - AUDIT COMMITTEE 20 JUNE 2017

To confirm and sign the Minutes of the last meeting held on 20 June 2017.

9 - 22

4 BIRMINGHAM AUDIT ANNUAL FRAUD REPORT 2016/17

Report of Assistant Director, Audit & Risk Management

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5 CORPORATE RISK REGISTER UPDATE

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6 GRANT THORNTON - PROGRESS REPORT

Report of Grant Thornton - the External Auditors

7 **OTHER URGENT BUSINESS**

To consider any items of business by reason of special circumstances (to be specified) that in the opinion of the Chairman are matters of urgency.

8 **AUTHORITY TO CHAIRMAN AND OFFICERS**

Chairman to move:-

'In an urgent situation between meetings, the Chair jointly with the relevant Chief Officer has authority to act on behalf of the Committee'.

BIRMINGHAM CITY COUNCIL

AUDIT COMMITTEE 20 JUNE 2017

MINUTES OF A MEETING OF THE AUDIT COMMITTEE HELD ON TUESDAY, 20 JUNE 2017 AT 1400 HOURS IN COMMITTEE ROOM 6, COUNCIL HOUSE, BIRMINGHAM

PRESENT:-

Councillor M Khan in the Chair;

Councillors M Jenkins, Quinnen, Rice, Robinson, Spencer and Tilsley.

NOTICE OF RECORDING/WEBCAST

- 964 The Chairman advised and the meeting noted that this meeting would be webcast for live or subsequent broadcast via the Council's Internet site (www.birminghamnewsroom.com) and members of the press/public could record and take photographs except where there were confidential or exempt items.

APOLOGIES

- 965 Apologies were submitted on behalf of Councillor Shah.

The business of the meeting and all discussions in relation to individual reports was available for public inspection via the web-stream.

APPOINTMENT OF AUDIT COMMITTEE , CHAIR, DEPUTY CHAIR AND MEMBERS

The Chairman pointed out that, following the meeting of the City Council held on 23 May 2017 appointing the Committee, Chair and Members, at the meeting of the City Council held on 13 June 2017 Councillor Spencer was appointed to serve on the Committee in place of Councillor Pocock for the remainder of the period ending with the Annual Meeting of the City Council in May 2018.

966

RESOLVED:-

- (i) That the resolution of the City Council appointing the Committee and Chair, with membership set out below for the period ending with the Annual Meeting of the City Council in May 2018 be noted:-

Labour Group

Councillors M Khan (Chair), Pocock, Quinnen, Rice and Shah.

Conservative Group

Councillors M Jenkins and Robinson

Liberal Democrat Group

Councillor Tilsley.

- (ii) that it be noted that at the meeting of the City Council held on 13 June 2017 Councillor Spencer was appointed to serve on the Committee in place of Councillor Pocock for the remainder of the period ending with the Annual Meeting of the City Council in May 2018;
- (iii) that Councillor Spencer be elected Deputy Chair, for the purpose of substitution for the Chair if absent, for the period ending with the Annual Meeting of the Council in 2018.

FUNCTIONS

The following schedule was submitted:-

(See document No 1)

967

RESOLVED:-

That the schedule of functions be noted.

DECLARATIONS OF INTEREST

968

Members were reminded that they must declare all relevant pecuniary and non-pecuniary interests relating to any items of business to be discussed at this meeting. If a pecuniary interest was declared a Member must not speak or take part in that agenda item. Any declarations would be recorded in the minutes of the meeting.

There were no declarations.

MINUTES

969

RESOLVED:-

That the Minutes of the last meeting be confirmed and signed.

STATEMENT OF ACCOUNTS 2016/17

The following report of the Interim Chief Finance Officer was submitted:-

(See document No 2)

Martin Stevens, Head of City Finance Accounts, introduced the report and, in response to a comment, drew Members' attention to Note 18 concerning usable reserves.

970

RESOLVED:-

That the draft statement of accounts for 2016/17 and the arrangements for the audit of the accounts and public inspection be noted.

BIRMINGHAM AUDIT – ANNUAL REPORT 2016/17

The following report of the Assistant Director, Audit and Risk Management, was submitted:-

(See document No 3)

Sarah Dunlavey, Assistant Director, Audit and Risk Management, Craig Price, Principal Group Auditor, Steve Powell, Assistant Director, Corporate Finance and Phil Jones, Grant Thornton, responded to Members' comments including an explanation regarding the reduction in the number of audit days, the implications of the Future Operating Model, a high risk report issued on VAT, the annual review of internal audit programmes and management of the IT infrastructure.

971

RESOLVED:-

- (i) That the report be noted and the annual assurance opinion for 2016/17 be accepted; further that reasonable assurance is reported;
 - (ii) that approval be given to the internal audit charter as set out in the report now submitted;
 - (iii) that approval be given to the annual internal audit plan as set out in the report now submitted.
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2016/17 ANNUAL GOVERNANCE STATEMENT

The following report of the Interim Chief Finance Officer was submitted:-

(See document No 4)

Martin Stevens, Head of City Finance Accounts, and Mike O'Donnell, Interim Chief Finance Officer, responded to Members' comments including an explanation of the role of the Cabinet Committee – Group Company Governance regarding partnership working and the importance of continuity and stability, particularly with regard to senior leadership within the Council.

972 **RESOLVED:-**

- (i) That the Annual Governance Statement, which will be included in the 2016/17 Statement of Accounts, be approved;
- (ii) that it be noted that the arrangements for the management of the items set out in Section 6 of the Annual Governance Statement are due to be reported to the Audit Committee during the year.

GRANT THORNTON – PROGRESS REPORT

The following report of the External Auditor, Grant Thornton, was submitted:-

(See document No 5)

Phil Jones and Tess Barker, Grant Thornton, introduced the report and responded to Members' comments including details of the accounts closure timeline and deadlines for 2017/18, an outline of the audit year and the housing market.

973 **RESOLVED:-**

That the report be noted.

DATES AND TIME OF MEETINGS

974 **RESOLVED:-**

That the Committee meets on the following Tuesdays at 1400 hours in the Council House:-

2017

25 July
26 September
21 November

2018

30 January
27 March

OTHER URGENT BUSINESS

The Chairman was of the opinion that the following item should be considered as a matter of urgency in view of the need to expedite consideration thereof and instruct officers to act:-

External Auditor's Statutory Recommendation – Follow-Up Letter

The following report of the Interim Chief Finance Officer was submitted:-

(See document No 6)

Mike O'Donnell, Interim Chief Finance Officer, and Phil Jones, Grant Thornton, introduced the report and responded to Members' comments including the delivery and structure of the budget, details of a review and base-lining meetings, the creation of two separate departments to deal with adults and children's services including the appointment of a Corporate Director for Adults and the implementation of the Future Operating Model.

975 **RESOLVED:-**

That the letter, received from the External Auditor dated 15 March 2017, and current arrangements for the management of the City Council's finances, including plans for further reporting, be noted.

AUTHORITY TO CHAIRMAN AND OFFICERS

976 **RESOLVED:-**

That in an urgent situation between meetings the Chair, jointly with the relevant Chief Officer, has authority to act on behalf of the Committee.

The meeting ended at 1519 hours.

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CHAIRMAN

BIRMINGHAM CITY COUNCIL

PUBLIC REPORT

Report to:	AUDIT COMMITTEE
Report of:	Assistant Director, Audit & Risk Management
Date of Meeting:	25th July 2017
Subject:	Birmingham Audit Annual Fraud Report 2016/17
Wards Affected:	All

1. Purpose of Report

- 1.1 The attached report updates the Audit Committee on how the Council has managed the risk of fraud during the period April 2016 to March 2017.

2. Recommendations

- 2.1 Members note the content of this report.

3. Background

- 3.1 The annual fraud report is a standalone report to summarise how the risk of fraud is being managed by the Council.

4. Legal and Resource Implications

- 4.1 The Internal Audit service is undertaken in accordance with the requirements of section 151 of the Local Government Act and the requirements of the Accounts and Audit Regulations 2015. The work is carried out within the approved budget.

5. Risk Management and Equality Impact Assessment Issues

- 5.1 Risk management forms an important part of the internal control framework that the Council has in place.
- 5.2 Equality Analysis has been undertaken on all strategies, policies, functions and services used within Birmingham Audit.

6. Compliance issues

6.1 Decisions are consistent with relevant Council Policies, Plans or Strategies.

7. Recommendations

7.1 Members are asked to note the content of this report.

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Sarah Dunlavey

Assistant Director, Audit & Risk Management

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Birmingham Audit Annual Fraud Report 2016/17

25th July 2017

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9. Management of Staff
10. Conclusions

1. Background

- 1.1 In common with other public bodies the Council has a duty to protect the public purse. The purpose of this report is to update the Audit Committee on national and local fraud issues that are of relevance to the Council, and in particular the role played by Birmingham Audit in the prevention and detection of fraud.
- 1.2 The standards of governance required within the public sector are high, and controls within systems must be effective to minimise the risk of fraud and error. However compliance with these controls can sometimes be an issue. During a period of change internal controls can become unstable and ineffective, so it is important that any increased risk of fraud is identified and appropriately managed. Birmingham Audit is tasked with the investigation of suspected fraud and error and the identification of any system or procedural issues that allow such incidents to occur. We identify how fraud or other irregularity has been committed and make recommendations to management to address weaknesses in controls to reduce the chance of recurrence in the future. We also assist management in the recovery of any losses.
- 1.3 There remains a high level of interest in fraud nationally. This is fuelled in part by the necessity to make scarce resources go as far as possible, particularly during times of austerity. Birmingham Audit are therefore continually looking to enhance its counter fraud capability and develop new and innovative ways of identifying irregularities, whether this be the result of fraud, error, or procedural non-compliance.

2. Audit Committee

- 2.1 The Audit Committee has shown a keen interest in, and been supportive of, both proactive and reactive work within the Council to reduce levels of fraud. We regularly report on counter-fraud activity as part of our overall reporting on the work of the audit service. The Committee share the view that prevention, detection and deterrence are all important and have probed what actions management can take to prevent fraud entering the systems in the first instance.
- 2.2 Previously, the Audit Committee have received our self-assessment of the Council's performance in countering fraud against the Audit Commission publication 'Protecting the Public Purse'. We were able to report that the Council was performing well against the questions on the checklist, and we have done likewise in a subsequent self-assessment of our performance against the CIPFA Code of Practice on Managing the Risk of Fraud & Corruption (revised

publication produced following the abolition of the Audit Commission). We will continue to assess our performance to ensure that it is in line with expectations and align our resources and processes accordingly.

3. Resources for Counter Fraud Work

- 3.1 The Corporate Fraud Team (CFT) is a dedicated counter-fraud team within Birmingham Audit and is responsible for the investigation of suspected financial irregularities perpetrated against the Council, whether this is by employees, contractors or other third parties. The team will also investigate any issues of procedural non-compliance which may have a financial or reputational impact on the Council. A sub-team within CFT was established to specifically tackle 'application based' fraud, primarily related to Social Housing and Council Tax, as well as providing an intelligence hub. The resources available for counter fraud activities have remained unchanged from 2015/16 (apart from a six-month vacancy) which has allowed us to continue with both reactive and proactive investigations as well as exploring new initiatives through increased use of data analytics.
- 3.2 Last year, utilising funding from the DCLG Counter Fraud Fund, we worked with an external partner to develop fraud monitoring capability to run across the City Council's main financial systems. Part of the project has involved a process of knowledge transfer which will enable us to run our own reports in the future to help flag up any unusual patterns in transactions for further interrogation and investigation. This will also help to inform the routine audit assurance work in these key financial systems.

4. Raising Awareness

- 4.1 The overall stance on fraud by the Council is set by our Anti-Fraud and Corruption Policy, Fraud and Corruption Response Plan, and the Whistle Blowing Code. Revisions to the first two of these were approved by the Audit Committee in 2013/14, whilst a revised Whistleblowing and Serious Misconduct Policy was launched in 2015.
- 4.2 As part of our work in raising the awareness of fraud throughout the Council we produce Fraud Spotlight, a bi-annual fraud bulletin covering topical fraud related issues. This is circulated to senior staff in all directorates, as well as to all schools and elected members. It is also published on the Birmingham Audit webpage. We also periodically issue alerts whenever we become aware of a fraud threat in a particular area, and review and revise corporate policies and procedures to respond to particular issues. Last year, with the assistance of HR and Legal Services, we developed/enhanced guidelines aligned to the Staff Code of Conduct to cover employee fraud in relation to Benefits, Council Tax, Social Housing and Blue Badges.

- 4.3 Although limitations on our resources largely preclude us from providing fraud awareness training sessions, following an investigation into a fraud by a recipient of Direct Care Payments, we provided training to the Client Financial Service Team within the former Directorate for People on the fraud risks associated within the Direct Care Payment process. Following the training, two cases of suspected fraud were referred to CFT for investigation.
- 4.4 We have worked closely with the Place Directorate to ensure that staff involved in dealing with housing applications and tenancy issues are aware of the risks of fraud in this area. We are working on an e-learning package specifically for staff in these areas. We have also developed, with the support of senior management, a network of 'Housing Fraud Champions' to help promote greater awareness of social housing fraud and to act as a single point of contact for our Application Fraud Investigators to obtain assistance during the course of their investigations.
- 4.5 We continually look for innovative ways to raise awareness of tenancy fraud. Last year we used a till receipt advertising campaign and wrote a blog for Birmingham Newsroom to promote the issue, and used some of our successful prosecution outcomes to highlight the consequences of committing this type of fraud.

5. Levels of Fraud

- 5.1 It is difficult to measure the level of fraud. Not all fraud is formally reported and some will go undetected. In some cases it is difficult to quantify a value. Similarly, some losses can be attributed to error, misinterpretation or poor management. A good example of this is contract management, where contractors seek to maximise their profits by exploring potential loopholes within contracts, or where a procurement process has been intentionally circumvented, resulting in items being supplied but not necessarily at the best price. The level of identified fraud in any particular year can vary significantly, depending on the nature and outcome of the cases investigated.
- 5.2 Last year the UK Fraud Costs Measurement Committee (UKFCMC) estimated that the annual value of fraud across all sectors of the UK economy was £193 billion. This represents a massive increase on previous estimates from the National Fraud Authority (NFA), who in 2013, put the figure at £73 billion. The UKFCMC report estimates the level of fraud against the public sector as £37.5 billion, which again represents a significant increase in the previous estimate of £20.1 billion produced by the NFA.
- 5.3 It is difficult to place a monetary value on our anti-fraud activity during 2016/17, particularly in terms of our activity in relation to prevention and deterrence. Some quantifiable losses which are identified through investigation may be recovered, and work on the associated system issues may prevent

and deter further losses. During 2016/17, the level of fraud/error investigated by CFT totalled just under £0.75m. This excludes application based fraud (Social Housing and Council Tax) which is covered in Section 6 of this report.

- 5.4 During the year CFT received information in respect of 111 potential irregularities (139 in 2015/16) from a variety of sources. Referrals can cover a wide range of issues, some of which lead to major investigations requiring significant resource, whilst others are referred to the directorates to deal with. The Council's Financial Regulations place a responsibility on all employees to report suspicions of financial irregularity, and the revamped whistleblowing procedures have encouraged more staff to make disclosures. We also receive information from various external sources, including members of the public. Additional referrals may arise when we raise awareness of a particular issue, or when we receive information through data matching exercises such as the National Fraud Initiative (NFI). The re-establishment of routine school audits has also led to an increase in referrals in this area. Last year we received several referrals concerning potential breaches of the Staff Code of Conduct, which may not necessarily constitute fraud, but can nevertheless pose a potentially significant risk to the Council's reputation.

The table below summarises the reactive investigations activity of the Team (excluding Application Fraud) during the year.

	2015/16	2016/17
Number of outstanding investigations at the beginning of the year	19	14
Number of fraud referrals received during the year	139	111
Number of cases concluded during the year	144	115
Number of investigations outstanding at the end of the year	14	10

- 5.5 Each referral is assessed and a decision made as to whether an audit investigation is necessary or whether the matter is best left to local management to deal with. This enables us to concentrate our resources on the most urgent or high profile cases. The split between different types of referral in any year can be affected by a number of factors, such as a particular proactive fraud exercise, fraud awareness initiative or corporate action.

- 5.6 Over the last few years we have received a high number of referrals relating to payroll overpayments from Shared Services. Failures to record absences or other events which affect pay (e.g. reduction in hours worked, accumulated long term sickness absence, maternity leave etc.) have given rise to 19 salary overpayments of over £3,000, with a combined value of just over £100,000. The circumstances surrounding each overpayment have been investigated to verify that the payments were not fraudulent and appropriate management action has been taken, particularly in respect of any Code of Conduct issues where it is established that the employee has failed in their duty to report the fact that they were being overpaid, or where managers have been negligent in their responsibilities. The recovery of the overpayments is undertaken by Shared Services.
- 5.7 Last year we completed investigations in to two significant procurement related frauds. One of these occurred in a school, where an employee had exploited weaknesses in the procurement process to give work to particular favoured suppliers, as well as placing orders for items which were for their own personal use rather than that of the school. Civil proceedings are ongoing to recover some of these losses. The other investigation involved a Council employee placing orders for catering equipment with a supplier whose invoices were then passed for payment by the same employee in the knowledge that the items were never supplied. The directorate have successfully recovered the overpayments from the supplier. The employees involved in both of these cases were dismissed.
- 5.8 We have used funding secured from the DCLG Counter-Fraud Fund on a project to enhance our capability in the use of data analytics to identify potential fraud and error. This will greatly assist us in carrying out proactive fraud work, and last year we carried out proactive exercises looking at Staff Car Parking and No Recourse to Public Funds. These projects not only help to detect fraud/error, but also highlight areas of poor practice and procedural non-compliance. Through our liaison with other local authorities and professional bodies, we continually look to identify emerging fraud risks for inclusion in our programme of proactive work.
- 5.9 The team identify how fraud, or other irregularity, has been committed and make recommendations to management to address any issues of misconduct, as well as reporting on any weaknesses in controls to reduce the chance of recurrence in the future. In carrying out our investigations we have regard to the various outcomes available, whether this is internal disciplinary action against a Council employee, recovery of any funds, or referring the matter to the police for possible criminal action. We continue to work with Human Resources and Legal Services colleagues to ensure the best outcome for the City Council.

6. Application Fraud

- 6.1 The re-prioritisation of our work in recent years in response to legislative changes and to reflect those areas seen as high-risk, has seen more resources being committed to tackling application based fraud such as Social Housing, Council Tax and Business Rates, all of which are commonly acknowledged nationally as being high risk areas. The CIPFA Fraud & Corruption Action Tracker estimated that in 2015/16, the value of Social Housing fraud across the UK was nearly £150 million, and Council Tax related fraud was in excess of £22 million.
- 6.2 During the year we have continued to work closely with the Place Directorate, as well as local Registered Providers of social housing, to investigate and remedy the problem of housing tenancy fraud. This includes advising on records management, photo ID's, the new application system, and providing training and support to front line staff in the use of the data warehouse to verify details submitted on housing / homeless / Right to Buy applications. Sharing data with partner organisations has enabled us to identify duplicate tenancies, fraudulent housing applications and new addresses for tenants who left our properties with rent arrears.
- 6.3 We continue to receive a high number of notifications relating to potential Social Housing fraud. Last year we raised 889 cases (900 in 2015/16). Through our investigations, we recovered 45 Council and Registered Provider properties (95 in 2015/16) with a combined indicative value of £4,185,000*. We also cancelled 194 housing applications prior to letting (300 in 2015/16), with a combined indicative value of £6,984,000**, and reduced the points on a further 37 applications. We have also stopped 4 Right to Buy applications (7 in 2015/16), with a combined indicative value of £260,000***. In addition, during the course of our work, we have located former tenants owing rent totalling just over £180,000.
- * Based on indicative cost of £93,000 per property, source: Cabinet Office
- ** Based on an indicative saving of £36,000 per application, source: Cabinet Office
- *** Based on an indicative saving of £65,000 per property, source: Cabinet Office
- 6.4 A Prosecution & Sanctions Policy was approved by the Audit Committee in 2013 and we have reviewed this to make sure that it remains fit for purpose. Legislation such as the Fraud Act 2006 and the Prevention of Social Housing Fraud Act 2013 can be used to prosecute offenders. Regrettably, our ability to take criminal action against offenders is often hindered by the level of paperwork held within the directorate. Last year we successfully prosecuted a tenant who had provided false information on his application in order to secure a housing tenancy, whilst at the same time, renting out a property that he

owned. In addition we have supported the directorate in bringing civil proceedings to regain possession of properties where we have found evidence that the tenants are not using the property as their main home.

- 6.5 There are obvious social benefits in ensuring that only those with the greatest need are allocated social housing, but there is also a real financial saving from preventing and/or stopping Social Housing fraud, particularly in respect of providing temporary accommodation, and losing valuable housing stock through fraudulent Right to Buy applications. We will continue to work with the directorate to further develop work in this area.
- 6.6 Since April 2013, local authorities have been responsible for administering their own Council Tax Support schemes and need to ensure that safeguards are in place to minimise fraudulent claims. The Council Tax Reduction Schemes - Detection of Fraud & Enforcement (England) Regulations 2013 authorise the investigation of offences in relation to Council Tax Reduction Schemes and also create offences and enable penalties to be imposed in connection with these schemes. These are reflected in our Prosecution & Sanctions Policy which was approved by the Audit Committee in 2013 and we have reviewed this to make sure that it remains fit for purpose.
- 6.7 Fraud relating to the Council's Council Tax Reduction Scheme, and other Council Tax exemptions are investigated by the team. We have encountered some legal and operational obstacles which have largely prevented us from applying sanctions against those who have committed Council Tax related fraud, so our response when fraud is identified is to ensure that the account is corrected and revised Council Tax charges are levied. However, we have recently discussed with the Revenues Section, the possibility of applying statutory penalties where it is found that someone has committed Council Tax related fraud, and have subsequently advised them of several cases where penalties need to be applied. Last year we raised 305 cases (176 in 2015/16) relating to Council Tax. Our work identified fraudulent claims for exemptions such as Single Person Discounts (SPD's), of £175,256 (£70,000 in 2015/16), and Council Tax Reduction of £130,348 (£40,000 in 2015/16). In addition, during the course of its work, the team identified Housing Benefit overpayments totalling nearly £600,000 (£308,000 in 2015/16).

7. Intelligence

- 7.1 We continue to enhance our capability by developing our data warehouse facility with the addition of more data sets, not only with Council data, but also that of our partners and neighbouring authorities. This provides us with a sophisticated data resource to enhance our intelligence function in assisting our investigations. We have extended access to the facility to a variety of frontline services across the Council as well as to our external partners, including law enforcement agencies, where it provides a comprehensive means of verifying information to help tackle crime and disorder. In Housing it has been

embedded into their verification checks on applications and tenancy records, helping to combat social housing fraud. Last year we received 546 intelligence requests (894 in 2015/16).

- 7.2 Last year we offered to assist the then Directorate of People by using the data warehouse in a pilot exercise to try and identify the whereabouts of children missing from education. The exercise proved highly successful, not only in establishing that the number of missing pupils was considerably less than first thought, but also in terms of identifying fraudulent claims/overpayments in respect of Housing Benefit (£133,897), Council Tax adjustments (£23,471) and the cancellation of Housing Applications (2). We have now set up an arrangement where we are notified on an ongoing basis of any children that are missing from school for more than four weeks, so that we can try to establish their whereabouts more quickly and where necessary, stop any Housing Benefit payments sooner and amend Council Tax/Housing records accordingly.

8. National Fraud Initiative (NFI)

- 8.1 In January 2017, we received the results of the 2016 NFI data match, a bi-annual exercise undertaken by the Cabinet Office which matches a variety of data across public bodies, for the purpose of identifying fraud and error. The previous NFI exercise in 2014/15 had flagged up 44,663 matches for possible investigation. The Cabinet Office does not expect all of the matches to be checked and provide guidance on which they recommend to be investigated. A review of a sample of these identified fraud and error of just over £200,000, mainly in respect of Housing Benefit.
- 8.2 The 2016/17 NFI exercise has generated 44,706 matches for the Council. A number of new datasets have been included, such as Companies House data, which has been matched with payroll and will assist in highlighting any members of staff gaining pecuniary advantage from not declaring a business interest. We also elected to take part in a pilot match which identifies customers and staff who are recorded on the CIFAS national fraud database as having committed or attempted fraud against organisations who are members of CIFAS (these are generally, financial organisations and also insurance and communication companies).
- 8.3 The current NFI exercise has to date identified fraud and error to the value of just over £60,000 following the review of 1,617 matches. Our work investigating the various matches continues.

9. Management of Staff

- 9.1 We still receive a high number of referrals which relate to problems which would not have occurred if staff had been more effectively managed, or work processes better controlled. Failure to have in place procedures and working practices may result in reduced levels of internal control and place greater reliance on the monitoring of budgets and performance. It is important that managers understand their roles and responsibilities in this and not allow a culture where fraud and corruption can flourish. Similarly, it is important that staff follow procedures and adhere to the Code of Conduct, and when they don't, appropriate management action is taken.
- 9.2 We cannot stress enough the importance of staff following laid down policies and procedures. This helps the City Council to minimise the risk of fraud and assists in protecting staff against allegations of impropriety. We continue to see cases where staff appear to be unaware of how their actions will seem when viewed independently. As a result processes for decision making can appear to be flawed and lack transparency.

10. Conclusions

- 10.1 Countering fraud and error remains a priority for the Council. We continue to work on reinforcing the message of 'zero tolerance' through prevention, detection and deterrence.
- 10.2 As part of our investigatory work we continue to highlight weaknesses in systems and procedures and make recommendations to assist management in addressing these issues.
- 10.3 Whilst it is difficult to assess the Council's overall exposure to the risk of fraud, it is safe to say that there will always be an increased risk in those areas where systems are weak, or where controls are allowed to be circumvented. Managers must remain alert to this risk and take responsibility for assessing it within their business area by ensuring that robust procedures are in place, and are followed. This is more important than ever with fewer resources available.
- 10.4 Our continued commitment to tackle Social Housing fraud has not only delivered financial benefits to the Council, by freeing up scarce housing resources, it also provides huge social benefits by helping to ensure that these resources are allocated to those most in need.
- 10.5 Our commitment to enhancing our data analytics capability is key to identifying and stopping fraud and error.

- 10.6 The expansion of our data warehouse continues to provide benefits not only in terms of detecting and preventing fraud and error, but also in the effective delivery of Council services and tackling crime and disorder.
- 10.7 We will continue to work to raise awareness of general and specific risks of fraud, and to ensure that employees know how to report any concerns that they may have.

Neil Farquharson
Group Auditor – Corporate Fraud Team
Birmingham Audit

Report to:	Audit Committee
Report of:	Assistant Director, Audit & Risk Management
Date of Meeting:	25th July 2017
Subject:	Corporate Risk Register Update

Wards Affected: **All**

1. Purpose of Report

To update the Audit Committee with information on the management of risks and issues within the Corporate Risk Register (CRR) (Appendix A). The information has been compiled using updates received from directorates.

2. Recommendations

2.1 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. The level of risk has reduced for one risk:

- Risk 17 - Ineffective Corporate Risk Marker IT solution.

2.2 That the Audit Committee approves the deletion of one risk:

- Risk 28 - Risk that in its early stages of delivery the Sustainability Transformation Plan 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.

2.3 That the Audit Committee approves the three new risks:

- Risk 32 - Risk of significant disruption to Council services and failure to effectively manage and respond to emergency incidents, including acts of terrorism.
- Risk 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.
- Risk 34 - Risk of fines being passed down to Local Authorities in relation to air quality / ongoing fines related to not meeting air quality compliance.

3. Background Information

3.1 Members have a key role within the risk management process.

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.

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

4.3 A Lead Director has been identified for each risk. Directorates have provided information detailing the management of the risks within their service areas as at April / May 2017.

4.4 The CRR is attached as Appendix A.

5. Embedding Risk Management

5.1 There are directorate risk registers in place supported by individual risk registers for service areas, often incorporated in local business plans. Organisational change will render the directorate registers structurally out of date and a process for ensuring risks are appropriately transferred to the appropriate service / directorate is being managed through the directorate risk representatives group. Responsibilities for risk run throughout the organisation as illustrated in Appendix B.

The current main route to provide risk management awareness is the e-learning package for managers, accessed via the internet.

- 5.2 Information on the Council's approach to risk management is available via the BCC website. Additional information is attached to the risk management page on the intranet, to support staff in using risk management in their day to day role. Advice, support and guidance are provided by Birmingham Audit as requested.
- 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. Risk Management & 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.

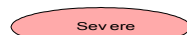
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Sarah Dunlavy
Assistant Director, Audit & Risk Management

Telephone No: 675 8714
e-mail address: sarah.dunlavy@birmingham.gov.uk

BCC Risk Map - July 2017

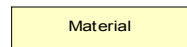
Likelihood:				
High	<p>Loss of personal / sensitive data (R11)</p>	<p>Compliance to timescales for DoLS referrals (R25)</p>	<p>Defend / settle pre 2008 equal pay claims (R4)</p> <p>Further equal pay claims (R5)</p> <p>Responding to emergency incidents including acts of terrorism (R32)</p>	<p>Defend / settle post 2008 equal pay claims (R1)</p> <p>Not responding to improvement agenda / improving childrens safeguarding (R2)</p> <p>Compliance re Counter Terrorism & Security Act and Prevent Duty (R26)</p> <p>Claims re pay back of search fees (R27)</p> <p>STP not alleviating the financial position of social care (R28)</p> <p>Financial pressures re statutory homeless service (R31)</p>
Significant	<p>Fines from HMRC (R22)</p>	<p>Responding to Kerslake Report (R10)</p> <p>Compliance to Equality Act 2010 & PSED (R12)</p> <p>Insufficient IT expertise / lack of control of non-core IT spend (R14)</p> <p>Setting / containing net spending within approved budget (R29)</p>	<p>Employee relations / sickness absence levels (R7)</p> <p>Failure of STP to deliver change / improve health & well-being (R33)</p>	<p>Alternative funding for schools PFI contracts / maintenance of schools estate (R3)</p> <p>Highways PFI - Core Investment deliverables (R6)</p>
Medium	<p>Ineffective Corporate Risk Marker IT solution (R17)</p> <p>Delivery of Localisation Agenda (R19)</p>	<p>Evaluation of service deliver options (R18)</p> <p>Allowances payments (R20)</p>	<p>Not divesting of property assets (R15)</p> <p>Malicious attacks on web based services (R16)</p>	<p>Risk of fines re air quality (R34)</p>
Low				
	Low	Medium	Significant	High
Impact				

Key:



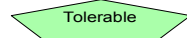
Severe

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

New No.	Orig No.	Short Description of Risk / Issue	Page
1	1c	Defend and / or settle post 2008 equal pay claims	10
2	23 / 61	Not responding fully and effectively to the improvement agenda for children - improving children's safeguarding and social care	10
3	14b / 50	Failure to identify alternative funding stream for school PFI contracts - impacting on availability of maintenance funding for essential management of the LA schools estate	16
4	1a	Defend and / or settle pre 2008 equal pay claims	17
5	1b	Further equal pay claims	18
6	46	Failure to obtain the full extent of Core Investment Period deliverables in accordance with the business case (Highways)	17
7	30	Employee relations, performance issues, sickness absence levels, etc	19
8	N/A	Deleted	-
9	57	Deleted	-
10	N/A	Not responding fully and effectively to the recommendations made in the Kerslake Report and implementing the Future Council Programme	24
11	45	Loss of personal or sensitive data	29
12	2	Failure to comply with the Equality Act 2010 and the Public Sector Equality Duty	25
13	28	Deleted	-
14	52	Insufficient in-house IT expertise within directorates & inadequate or ineffective corporate control of non-core IT spend	27
15	32	Not recognising the need to divest of costly property assets in radical new solutions to reframe service delivery	22
16	42	Web services may be disrupted by malicious attacks on Council's web based services	23
17	55	Ineffective Corporate Risk Marker IT solution	32
18	37	Evaluation of cost & benefits of alternative delivery models & failure to fully implement the decisions made to change policy / service delivery	29
19	41	Delivery of the Localisation Agenda and commitments made in the Council's Improvement Plan and Leaders Policy Statement	33
20	44	Allowance payments	30
21	35	Deleted	-
22	54	Risk of fines from HMRC for directorates employing long term consultants	31
23	59	Deleted	-
24	N/A	Deleted	-
25	N/A	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	20
26	N/A	Failure to comply with all of the requirements of the Counter Terrorism and Security Act (2015) and the Prevent Duty	13
27	N/A	Risk of claims for payback of search fees charged by the Council	14
28 <small>Nominated for deletion</small>	N/A	Risk that in its early stages of delivery the Sustainability Transformation Plan (STP) will not alleviate the financial position of social care	15
29	N/A	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	28
30	N/A	Proposed risk (March 2017) not required	-
31	N/A	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	15
32 <small>New Risk</small>	N/A	Risk of significant disruption to Council services and failure to effectively manage and respond to emergency incidents, including acts of terrorism.	18
33 <small>New Risk</small>	N/A	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.	19
34 <small>New Risk</small>	N/A	Risk of fines being passed down to Local Authorities in relation to air quality / ongoing fines related to not meeting air quality compliance	21

Corporate Risk Register Update for Audit Committee July 2017

INDEX OF RISKS / ISSUES (in order of severity of risk)										
Ranking	New Ref No.	Old Ref No.	Short Description	Lead Director	Actual Risk rating and Target rating Likelihood / Impact July 2017	Change in residual risk	Actual risk level in previous 3 updates to Audit Committee			Page No.
							March 2017	Nov 2016	July 2016	
1	1	1c	Defend and / or settle post 2008 equal pay claims.	Chief Operating Officer	Actual: H/H Target: M/S	Same	H/H	H/H	H/H	10
2	2	23 & 61	Not responding fully and effectively to the improvement agenda for children - Failure to improve children's safeguarding and children's social care.	Corporate Director Children & Young People	Actual: H/H Target: M/H	Same	H/H	H/H	H/H	10
3	26	N/A	Failure to comply with all of the requirements of the Counter Terrorism and Security Act (2015) and the Prevent Duty.	Corporate Director Place	Actual: H/H Target: M/S	Same	H/H	H/H	H/H	13
4	27	N/A	Risk of claims for payback of search fees charged by the Council.	Corporate Director Economy	Actual: H/H Target: H/S	Same	H/H	H/H		14
5	28	N/A	Risk that in its early stages of delivery the Sustainability Transformation Plan (STP) will not alleviate the financial position of social care.	Interim Chief Executive	Actual: H/H Target: H/H	Same	H/H	H/H		15
6	31	N/A	Increased pressure on the statutory homeless service in regards to volume of customers.	Corporate Director Place	Actual: H/H Target: M/M	Same	H/H			15
7	3	14b / 50	Failure to identify alternative funding stream for school PFI contracts revenue pressure, impacting on availability for essential management of the LA schools estate.	Interim Chief Finance Officer	Actual: H/S Target: M/S	Same	H/S	H/S	H/S	16

Corporate Risk Register Update for Audit Committee July 2017

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							March 2017	Nov 2016	July 2016	
8	6	46	Failure to obtain the full extent of Core Investment Period deliverables in accordance with the business case (Highways).	Corporate Director Economy	Actual: H/S Target: L/S	Same	H/S	H/S	H/S	17
9	4	1a	Defend and settle pre 2008 equal pay claims.	Chief Operating Officer	Actual: S/H Target: L/H	Same	S/H	S/H	S/H	17
10	5	1b	Further equal pay claims.	Chief Operating Officer	Actual: S/H Target: M/H	Same	S/H	S/H	S/H	18
11	32	N/A	Risk of significant disruption to Council services and failure to effectively manage and respond to emergency incidents, including acts of terrorism.	Interim Chief Executive	Actual: S/H Target: M/S	N/A				18
12	33	N/A	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.	Interim Corporate Director Adults Social Care & Health	Actual: S/S Target: L/M	N/A				19
13	7	30	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.	Chief Operating Officer	Actual: S/S Target: L/M	Same	S/S	H/S	H/S	19
14	25	N/A	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.	Interim Corporate Director, Adult Social Care & Health	Actual: M/H Target: M/S	Same	M/H	M/H	M/H	20
15	34	N/A	Risk of fines being passed down to Local Authorities in relation to air quality / ongoing fines related to not meeting air quality compliance.	Corporate Director Economy	Actual: H/M Target: M/S	N/A				21

Corporate Risk Register Update for Audit Committee July 2017

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							March 2017	Nov 2016	July 2016	
16	15	32	Not recognising the need to divest of costly property assets in radical new solutions to reframe service delivery.	Director Major Projects	Actual: S/M Target: M/L	Same	S/M	S/M	S/M	22
17	16	42	That web services to customers or work with partners may be disrupted by malicious attacks on the City Council's web based services.	Chief Operating Officer	Actual: S/M Target: L/M	Same	S/M	S/M	S/M	23
18	10	N/A	Not responding fully and effectively to the recommendations made in the Kerslake Report and implementing the Future Council Programme.	Interim Chief Executive	Actual: M/S Target: L/H	Same	M/S	M/S	M/S	24
19	12	2	Failure to comply with all the requirements of the Equality Act 2012 and the Public Sector Equality Duty.	Corporate Director Place	Actual: M/S Target: M/S	Same	M/S	M/S	M/S	25
20	14	52	Insufficient in-house IT expertise within Directorates and inadequate or ineffective corporate control of non-core IT spending.	Chief Operating Officer	Actual: M/S Target: L/S	Same	M/S	M/S	M/S	27
21	29	NA	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.	Interim Chief Finance Officer	Actual: M/S Target: L/S	Same	M/S	M/S		28
22	11	45	The loss of significant personal or other sensitive data.	Chief Operating Officer	Actual: L/H Target: L/H	Same	L/H	M/H	M/H	29
23	18	37	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.	Chief Operating Officer	Actual: M/M Target: M/M	Same	M/M	M/M	M/M	29

Corporate Risk Register Update for Audit Committee July 2017

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							March 2017	Nov 2016	July 2016	
24	20	44	Allowance payments.	Chief Operating Officer	Actual: M/M Target: M/M	Same	M/M	M/M	M/M	30
25	22	54	Risk of fines from HMRC for Directorates employing long-term consultants.	Chief Operating Officer	Actual: L/S Target: L/M	Same	L/S	L/S	L/S	31
26	17	55	Ineffective Corporate Risk Marker IT solution.	Chief Operating Officer	Actual: L/M Target: L/M	Reduced	L/S	S/M	S/M	32
27	19	41	Failure to deliver the Council's localisation agenda and commitments made in the Council's improvement Plan and Leaders Policy Statement.	Corporate Director Place	Actual: L/M Target: L/M	Same	L/M	M/M	M/M	33

Corporate Risk Register Update for Audit Committee July 2017

New No.	Original 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	1c	<p>Failure to successfully defend and / or settle post 2008 equal pay claims.</p> <p>Lead: Chief Operating Officer Owner: Kate Charlton</p>	High / High	<p>Lead Director comment</p> <p>A significant number of claims have been issued. A proportion of these has already been settled or is in the process of settlement. A growing proportion are now progressing through the tribunal and civil court process.</p> <p>No win / no fee solicitors are still canvassing for claimants.</p> <p>The validity of claims is constantly challenged by Legal Services. Each claim is subject to robust legal challenge.</p> <p>Settlement of claims is subject to financial provision and establishing validity of claims.</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 - regular separate reporting to Corporate Governance Group, EMB and the Audit Committee. External & internal audit review.</p>	<p>O&S - None.</p> <p>IA - Payroll review work undertaken annually.</p>
2	23 & 61	<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>A new Commissioner for Children's Care was appointed in November 2016. He is working with the Council to oversee continued implementation of the improvement plan and support for the development of the Children's Trust, reporting progress to the DfE.</p> <p>There is now greater clarity about resources and priorities going forward, including a sustainable 4 year financial plan and a stable operational model was in place in February 2016. We have worked with partners in the Early Help & Safeguarding Partnership to redesign the front door for early help and social work contacts, and referrals to improve referral-taking, advice, screening and decision-making. CASS (Child Advice & Support Service) is the way into family support and social work services including MASH and child protection, and was in place from September 2016.</p> <p>Ofsted conducted a full inspection of Birmingham Children's Social Care in September / October 2016. Ofsted judged that the Council remained inadequate overall but with several areas of improvement.</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>Management assurance, Peer review, Ofsted visits, Scrutiny Committee monitoring, and Children's Commissioner fortnightly. Quartet Meetings (Children's Improvement Programme Board); Essex improvement support.</p> <p>The refreshed improvement plan, with the necessary investment is being delivered.</p> <p>There is still much to do to ensure the quality of practice. Cabinet approval has been given to the replacement of the CareFirst case system and a procurement process is almost complete.</p>	<p>O&S - Schools, Children and Families O&S Committee:</p> <p>Scrutinised progress on the Scrutiny Inquiry: Children Missing from Home and Care on 12th October 2016 and April 2017; and discussed children missing from education on 12th Oct 2016. The BEP was questioned on school improvement on 21st September 2016, and 22nd March 2017.</p> <p>Members discussed the Children's Social Care and Safeguarding Improvement Plan at the informal July 2016 meeting. On 7th</p>

Corporate Risk Register Update for Audit Committee July 2017

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				<p>In January 2017 a new Ofsted Action Plan / Continued Service Improvement Plan was developed with 17 identified broad areas of Service development. This is monitored through the monthly Children's Improvement Board and by Ofsted Monitoring visits, (first one 9th / 10th May 2017) as well as by fortnightly Quartet (Leader, lead member, CE, DCS) Meetings.</p> <p>Essex CC continues to support practice improvement with 72 days input between January and September 2017, learning which informs service development.</p> <p>We continue to develop services with partners through the Early Help and Safeguarding Partnership.</p> <p>Staff group is stable and there is a deliverable budget for 2017/18.</p>	<p>Cabinet in January 2017 agreed moving to a shadow Children's Trust from April 2017; and for full implementation from April 2018. The Chief Executive of the Trust was appointed in May 2017.</p>	<p>December 2016 the Committee examined changes following the Ofsted visit and improvements to MASH / CASS.</p> <p>July and September saw Members discussing progress to the Voluntary Children's Trust and met with Andrew Christie on 23rd January 2017 to scrutinise the plans going to Cabinet.</p> <p>In addition, Members have identified Home to School Travel as being a risk to service users, the Council's reputation, legal challenge and budget control. They examined this on 5th December 2016 at an informal meeting, and at the budget discussion meeting on 11th January 2017. Several Members of the committee are on the Inclusion Commission taking this work further.</p> <p>Held meetings with the Exec Director for Children's Services, Chief Social Worker, adoption and fostering team and Social Workers at all three areas.</p>

Corporate Risk Register Update for Audit Committee July 2017

New No.	Original 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>The Inquiry into Corporate Parenting was undertaken to improve the CILRs role as Corporate Parents for Children in Care. This was agreed at Council on 4th April 2017 and update on progress is due in 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> <p>IA Reviews 2017/18: Carefirst.</p>

Corporate Risk Register Update for Audit Committee July 2017

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26	N/A	<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 (CTLP), monitored by the Prevent Executive Board, chaired by Jacqui Kennedy.</p> <p>Security briefings given to Council House staff and elected members.</p> <p>Training for front line staff has now moved to a 'train the trainer' model with 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 additional funding approved to employ a second schools officer.</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 support form.</p> <p>CHANNEL is in place as a multi-agency pre-criminal space platform to support vulnerable people; and is chaired by the DWP's Think Family Lead.</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>

Corporate Risk Register Update for Audit Committee July 2017

New No.	Original 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>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.</p> <p>BCC Resilience Team continues to lead on the Prepare and Protect strand of the counter-terrorism strategy.</p>	
27	N/A	<p>Risk of claims for payback of search fees charged by the Council.</p> <p>Note: Relates to reimbursement of fees deemed to be in breach of Environmental Information Regulations. Claims for costs can be substantial higher than the search fees.</p> <p>Lead: Corporate Director, Economy Owner: Anne Shaw</p>	High / High	<p>Lead Director comment</p> <p>Current charges are in line with guidance issued by the European Court of Justice; preventing any other grounds for claims beyond 1st April 2016.</p> <p>Charges prior to 1st April 2016 are subject to challenge. If payback is necessary it will impact the Council's budget.</p> <p>The potential liability to the Council is estimated to be in the region of £155k.</p> <p>APPS claims have now been settled following negotiations by Bevan Britton Lawyers acting on behalf of local authorities. However, the APPS companies have made a new burdens application in respect of the sums paid by Councils, including interest and legal fees.</p> <p>The LGA were to meet with Central Government in October 2016 to come to a decision, but the meeting was cancelled as further advice from Counsel was required. Until Central government makes a decision, the LGA cannot give a completion date for this work. The LGA anticipate that future legal costs will be limited and continued to be apportioned between local authorities, but are unable at this stage to quantify.</p> <p>Following the European Court of Justice ruling Councils now have to make this information available for free.</p>	<p>Target risk rating: High / Significant</p> <p>Anticipated date of attainment of the target risk rating: March 2022.</p> <p>Source(s) of assurance regarding progress with mitigating the risk: Legal Services are being consulted.</p>	<p>O&S - None.</p> <p>IA Review - None.</p>

Corporate Risk Register Update for Audit Committee July 2017

New No.	Original 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
28	N/A	<p>Risk that in its early stages of delivery the Sustainability Transformation Plan (STP) will not alleviate the financial position of social care.</p> <p>Lead: Interim Chief Executive Owner: Graeme Betts</p> <p>Nominated for deletion See Risk 33</p>	High / High	<p>Lead Director comment</p> <p>To facilitate the STP development, Council resources were utilised.</p> <p>In addition the CEO is the System Leader for this process. Whilst an STP has been submitted, it is very uncertain whether this will deliver against the required financial savings in the short and medium term.</p> <p>The Council budget from April 2017 does not make assumptions regarding this proposal contained in the previous year's budget. This is no longer a major financial risk to the organisation. However, the STP may have other impacts upon the Council in the future</p>	<p>Target risk rating: High / High</p> <p>Anticipated date of attainment of the target risk rating: N/A</p> <p>Source(s) of assurance regarding progress with mitigating the risk:</p> <p>Further controls will be required to mitigate the risk.</p> <p>As it is no longer a budgetary assumption it is proposed to remove this risk as it stands from the Corporate Risk register</p>	<p>O&S - The Health, Wellbeing & Environment OSC was briefed on the approach to the Plan in June 2016. In September they took evidence from the Cabinet Member for Health and Social Care. As a result of concerns, they devoted the October meeting to scrutinising the Plan, and reported to Full Council in December 2016 highlighting areas of concern. A further update was held in February 2017, when the Assistant CEX updated the committee on progress.</p>
31	N/A	<p>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.</p> <p>Lead: Corporate Director, Place Owner: Rob James</p>	High / High	<p>Although the service was forecast to be overspent by over £4 million in 2016/17, the final outturn was £2.6 million. However, temporary accommodation use is at an all-time high which has resulted in an increased use of Bed & Breakfast accommodation. The service is seeking to take a TA strategy report to Council in June / July 2017 to secure alternative accommodation in order to mitigate against a further overspend in 2017/18.</p>	<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 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>O&S - An inquiry into rough sleeping has been completed and will be presented at City Council in June 2017.</p> <p>IA Review - None.</p>

Corporate Risk Register Update for Audit Committee July 2017

New No.	Original 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	14b & 50	<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 Didially</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> <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>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>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 achieved.</p>	<p>O&S - None.</p> <p>IA Review - None.</p>

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6	46	<p>Failure to obtain the full extent of Core Investment Period deliverables in accordance with the business case for the Highway Maintenance and Management PFI contract.</p> <p>Lead: Corporate Director, Economy Owner: Domenic de Bechi</p>	High / Significant	<p>Lead Director comment</p> <p>The Council has sought to resolve the issue informally but this was not possible.</p> <p>The Council referred this matter for adjudication under the contractual Dispute Resolution procedure, the outcome of which was advised favourably to the Council's case in July 2015.</p> <p>The outcome was referred to court by the Service Provider, and the trial took place in February 2016.</p> <p>The judgment was handed down on 5th September 2016, which ruled that the adjudication "was wrong", but did not grant the declarations sought by the Service Provider.</p> <p>The Council, based on legal advice, has been granted unconditional leave to appeal. Another related dispute will also need to be resolved and the way forward on this is also being considered.</p> <p>The Council also continues to consider the options for an alternative resolution to these disputes.</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 is scheduled for January 2018.</p> <p>Resolution of the further dispute is not yet known but is likely to take many months.</p> <p>Source(s) of assurance regarding progress with mitigating the risk:</p> <p>External legal advice and representation has been engaged. The merits of an appeal are being considered.</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>
4	1a	<p>Failure to successfully defend and / or settle pre 2008 equal pay claims.</p> <p>Lead: Chief Operating Officer Owner: Kate Charlton</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 settlement agreements reached in 2011 and 2013.</p> <p>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.</p> <p>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.</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 mitigating the risk:</p> <p>Management assurance - reporting to Corporate Governance Group, Audit Committee, external & internal audit review.</p>	See risk 1 above.

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5	1b	Risk of further equal pay claims. Lead: Chief Operating Officer Owner: Kate Charlton	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 type 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 1 above.
32	N/A	Risk of significant disruption to Council services and failure to effectively manage and respond to emergency incidents, including acts of terrorism. Lead: Interim Chief Executive Owner: Jacqui Kennedy Proposed New Risk	Significant / High	Lead Director comment Project Argus briefing to CLT programmed summer 2017. Major incident exercise (Assured) programmed Autumn 2017. Protect and prepare meetings programmed quarterly for 2017. Action tracker in place. Corporate and LRF emergency plans in place. Working with LRF partners on exercising 24/7 out of hours emergency duty officer service in place including emergency control room. Security awareness briefings held with Council House Staff and elected members. Work progressing with Prevent Community Reference Group to incorporate community responses into wider resilience plans.	Target risk rating: Medium / Significant Anticipated date of attainment of the target risk rating: Ongoing. Source(s) of assurance regarding progress with mitigating the risk: Cooperation with WMP CTU on their proposed Birmingham Protect and Prepare Board. Meeting to discuss this and wider issues 14 th July 2017. Consolidate BCC and WMP P&P Processes	

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33	N/A	<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> <p>Proposed New Risk</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>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>	
7	30	<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 Owner: Claire Ward</p>	Medium / Medium	<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.</p> <p>There are some proposals in the 2017/18 s188 Notice that might generate localised disputes & potential action and poor attendance / performance challenges.</p> <p>Council wide attendance levels are marginally improving.</p> <p>There are business continuity plans in place in readiness for industrial action and they have been effective in reducing the impact of action on service users. Particular areas of risk such as Fleet and Waste management have well progressed contingency plans.</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>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.</p> <p>Expert HR support is being provided to areas experiencing significant employee relations challenges, related to service redesigns and headcount reductions.</p> <p>Management are also committed to building on the current positive relationships with the trades unions, to move towards a more collaborative approach to the developments of the Council of the Future.</p>	<p>O&S - The Corporate Resources OSC received an update from the Deputy Leader and senior HR officers at its March 2017 committee meeting.</p> <p>IA Review - None.</p>

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25	N/A	<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 Owner: Tapshum Pattni</p>	Medium / High	<p>Lead Director comment</p> <p>This risk is made of 2 components:</p> <p>1) DOLS in Care Homes and Hospitals</p> <p>A significantly enlarged Best Interest Assessor (BIA) team, with increased management and administrative support has been established, trained and is in operation. An additional external BIA service has been commissioned to work to remove the accumulated back log of DOLS assessments. Additional Sect 12 Drs assessments have been funded to match the increased number of BIA assessments undertaken. This unfunded additional activity was supported by £1.8m in 2016/17 and £1.5m in 2017/18. The combined effect of all planned actions has resulted in a steadily improving position, and the removal of the case backlog may be achieved by September 2017, but it now seems probable the level of demand for new assessments along with the number of annual renewals of existing authorisations may make it impossible to prevent a backlog of assessments recurring once the contract with the external service ends in March 2018. The Director has requested a review of the Council's view of the risk of not conducting all assessments against the financial risk of continued unbudgeted expenditure to mitigate this risk.</p> <p>2) Community DOLS</p> <p>The Court decision predicted in the January report below has yet to be made public.</p> <p>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 other local authority areas.</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>1. DOLS in Care Homes and Hospitals:</p> <ul style="list-style-type: none"> Continue existing actions to achieve removal of assessment backlog by September 2017. Undertake a review by September 2017 of the risk of not conducting all assessments against the financial risk of continued unbudgeted expenditure to mitigate this risk to inform future aim for this risk. <p>2. Community DOLS:</p> <ul style="list-style-type: none"> Continue to train staff and priorities those highest risk cases where the approach would bring significant benefits to the citizen for requesting Court decisions. Commence training of Children's staff to complete Community DOLS for 16 and 17 year olds. 	<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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				The outcome of the Children's High Court appeal is anticipated in the period January-February. If lost this decision could result in a significant increase in the number of Community DOLS cases the Council may need to undertake. It is unclear how many of the 100-200 potential 16 and 17 year olds a year will need to be prioritised. If the view is that most should be, the cumulative effect upon adults of the subsequent annual reassessments would create a new and significant risk.		
34	N/A	<p>With uncertainty on the UK air quality action plan following challenges through the judicial 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: Corporate Director, Economy Owner: Anne Shaw</p>	High / Medium	<p>Lead Director comment</p> <p>Weekly teleconference meetings with DEFRA's Joint Air Quality 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>Target risk rating: Medium / Low</p> <p>Anticipated date of attainment of the target risk 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>O&S -</p> <p>IA Review - None.</p>

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15	32	<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: Director, Major Projects Owner: Alex Grey</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 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. 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. 	<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>

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16	42	<p>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: Andy Fullard</p>	Significant / Medium	<p>Lead Director comment</p> <p>Service Birmingham on behalf of the Council:</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 Service Birmingham are aware of all risk posed by different intrusion methods Have updated the Council's firewalls and introduced Intrusion Prevention Services (IPS) as part of the firewall implementation. This means that 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 (DDoS) 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 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>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>	<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. The next health check (a mandatory requirement of PSN) has recently been completed. 	<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>

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10	N/A	<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>In its most recent letter to the Secretary of State, published on 9th November 2016, the Birmingham Independent Improvement Panel recognised that the Council has made progress in addressing many of its own improvement priorities and handled effectively some unexpected external events and challenges.</p> <p>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>Council of the Future (Future Council phase 2); has 3 'big moves' - areas with clear ownership and leads for delivery.</p> <ol style="list-style-type: none"> 1. Key transformations - for example Children's Trust. 2. 'Budget Big Tickets' - the implementation of our key budget 'high risk' proposals. 3. Service Improvement - for effective organisation. <p>Governance arrangements established in January 2017.</p>	<p>Target risk rating: Low / Significant</p> <p>Anticipated date of attainment of the target risk rating: Review April 2017, following January - April highlight reports which should evidence progress and reduce the risk rating.</p> <p>Source(s) of assurance regarding progress with mitigating the risk:</p> <p>There was a report to the Birmingham Independent Improvement Panel in Autumn 2016.</p> <p>Corporate Programme Management Office (PMO) established to build governance assurance and aid visibility. New CLT Performance and Transformation and Budget 'Big Ticket Boards' established to track implementation of key budget proposals.</p> <p>Corporate standard templates introduced. .</p> <p>Programme / Project Plan - Gantt chart of key deliverables to achieve savings / benefits and resources required to deliver the plan.</p> <p>Risk and Issue Registers.</p> <p>Stakeholder and Communication Plan.</p>	<p>O&S - A Future Council Working Group has been set up under the Corporate Resources and Governance O&S Committee to maintain oversight of Future Council programme.</p> <p>The Corporate Resources O&S Committee and Neighbourhood & Community Services O&S Committee completed work on reviewing governance arrangements at district level, including the Neighbourhood Challenge.</p> <p>There is a Member Development Programme in place and the Corporate Resources O&S Committee received an update on the work completed to date at its Sept 2016 meeting. A further update will be brought to that committee.</p> <p>IA Review - None.</p>

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12	2	<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. Directorate Equality Champions are responsible for assuring their SMT that a governance framework is in place across their directorate which 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.</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 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>	<p>O&S - None.</p> <p>IA Review - None.</p>

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				<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 by the Directorate Equality champion, alongside a senior officer level sign off and assurance of each EA. Advice and support on completion of the EA is provided from the Equalities, Community Safety and Cohesion Service (ECS&CS) and Legal Services. Guidance on undertaking consultation has been updated and is available on Inline and this is now aligned with the EA process. 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 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</p>		

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				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 City 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.		
14	52	<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 Owner: Andy Fullard</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>Governance structure in place and planned actions.</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 Review 2016/17: IT Project Governance F/Up, IT Service Management F/Up, IT Project Governance -2017. IT Project review - ChildView Hub.</p>

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29	N/A	<p>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</p> <p>Lead: Interim Chief Finance Officer Owner: Steve Powell</p>	Medium / Significant	<p>Lead Director comment</p> <ul style="list-style-type: none"> Financial support has been provided to address known budget pressures, and non-deliverable savings were written out of the budget from 2017/18. The Council's LTFP is refreshed regularly to take account of latest information, Policy choices were discussed with Cabinet Members, with proposals being developed in the context of the Council's vision and policy priorities. Implementation plans have been produced for all savings. Delivery of the budget and savings programme is being closely monitored, including the introduction of a PMO and Budget Board (of CLT and with Cabinet Members) to monitor delivery of the most significant elements of the savings programme. All savings plans were reviewed in detail by the Interim Chief Executive and Interim Chief Finance Officer in April 2017, and Corporate Directors have clear accountability for the delivery of each initiative. The Council holds reserves which can be used as part of a risk management strategy to support the implementation of the budget. 	<p>Target risk rating: Low / 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>Planned activities to further mitigate this risk:</p> <ul style="list-style-type: none"> There is close monitoring of the delivery of the Business Plan and 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 an enhanced focus on the project management of the savings programme, co-ordinated by the PMO. The Council maintains a medium term perspective in its financial plans - spending, savings and resources. 	<p>Each Scrutiny Committee considered aspects of the budget relevant to their remits (December 2016 to January 2017) and findings fed back as part of the budget consultation process. The Corporate Resources and Governance O&S Committee questioned the Deputy Leader on deliverability of the budget.</p> <p>IA Review - None.</p>

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11	45	<p>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 Information Commissioner.</p> <p>Lead: Chief Operating Officer Owner: Malkiat Thiarai</p>	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>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.</p> <p>Egress has been deployed and is operational.</p> <p>The e-learning Information Governance modules were launched in October 2016 following approval by the SIRO.</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>The e-Learning modules have been rolled out to all staff that have access to e-mail (approximately 15,000). Analysis on completion shows approximately 30% of staff had completed the training as at 11th April 2017. Further reports will be presented to the Information Assurance Board at future meetings to identify areas of low take up and non-compliance.</p> <p>Further controls on assuring that suppliers and partners impose similar controls on Council data in their possession.</p>	<p>O&S - None.</p> <p>IA Reviews 2016/17: Sophos Post Implementation Review, N3 Network, IG - Fostering & Adoption F/Up, Third Party Service Provision F/Up. Network Management. Data Quality - DfE Returns.</p>
18	37	<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</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</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>O&S - None.</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>

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		<p>expected benefits / efficiency gains.</p> <p>Lead: Chief Operating Officer Owner: Mike Smith</p>		<p>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 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>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 commissioning strategies.</p> <p>CPS believes that given the challenges encountered in supporting alternative delivery 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	44	<p>Allowance payments.</p> <p>Lead: Chief Operating Officer Owner: Claire Ward</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. 	<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>O&S - None.</p> <p>IA Review - None.</p>

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				<p>An assessment of claims is made and as appropriate defended or settled dependent on legal advice.</p> <p>There is a clear policy and monitoring framework regarding the application of regular overtime.</p> <p>A new standard Flexi scheme has been developed as part of the Future Council workforce Contract.</p>	<p>A new universal Flexi scheme will be introduced as part of the new contract of employment to be introduced in 1st July 2017.</p> <p>There is a Governance Board monitoring any potential high risk claims.</p>	
22	54	<p>Risk of fines from HMRC for Directorates employing long term consultants.</p> <p>Lead: Chief Operating Officer Owner: Nigel Kletz</p>	Low / Significant	<p>Lead Director comment</p> <p>A revised process has been implemented for the engagement of off payroll 'Individuals' in April 2017 which has resulted in a significant increase in compliance.</p> <p>HR and CPS are working collaboratively to ensure compliance by cascading the process through DMT's and monitoring engagements centrally within the CPS compliance team. No orders are released until the manager has completed all the required approval documentation.</p> <p>Directorates have completed HMRC ESS tests on a number of roles being carried out by personal service companies; and a number of individuals are being pay rolled by the Council or their relevant agencies.</p> <p>Report provided monthly to identify / monitor the engagement of any individuals / consultant companies.</p>	<p>Target risk rating: Low / Medium</p> <p>Anticipated date of attainment of the target risk rating: September 2017.</p> <p>Source(s) of assurance regarding progress with mitigating the risk:</p> <p>The new process has been widely publicised to all Directorates and is available on People Solutions as well as Voyager. It has been embedded in to the procedures within Payroll and CPS.</p> <p>HMRC have reviewed the protocol and were satisfied that a robust process is in place and have indicated they will be reviewing the operational effectiveness in the Spring.</p> <p>A review group has been established to review the new proposals being introduced with regard to off payroll engagements by HMRC from April 2017.</p> <p>From 6 April 2017 all interims / consultants engaged directly via their personal services company will be paid by BCC Payroll, if HMRC ESS test indicates that they fall within the legislative changes. Agencies who manage interim / consultancy engagements are expected to payroll these individuals; and the Council will be seeking assurance from agencies that this is being completed.</p>	<p>O&S - None.</p> <p>IA Review - None.</p>

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17	55	Ineffective Corporate Risk Marker IT solution. Lead: Chief Operating Officer Owner: Chris Gibbs	Low / Medium	<p>Lead Director comment</p> <p>The Corporate Risk Marker solution in SAP CRM system is defective and the data harmonisation to service areas is not working as specified.</p> <p>Whilst a more long term solution is investigated as part of the updating of the Councils e-forms package, an interim solution is being investigated to see if the data warehouse held within the Councils Audit Division can offer the required functionality to enable this risk to be at least partially mitigated.</p> <p>Note: Access to the information will only be available to those members of staff who can access the data warehouse.</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.</p> <p>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.</p> <p>The Audit team are in the process of creating an Intelligence Network across the City for anyone who has an investigative, enforcement or 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>	<p>O&S - None.</p> <p>IA - None.</p>

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19	41	<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 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 ward and district committees.</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 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>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 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.</p>

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Removed Risks:

Ref No.	Risk description	Reason for removal	Date removed
13	Failure to progress with delivering against the Birmingham Prospectus.	Risk flagged for deletion by Development & Culture Directorate, this risk should now be picked up at the Directorate level due both to the progress of individual projects and the engagement which is now in place with public and private sector partners.	November 2008
10	Property Utilisation of Central Admin Buildings – failure to take full advantage of the opportunities arising from the Working for the Future (WFTF) Business Transformation Programme.	Merged with risk 3 regarding WFTF cross portfolio buildings, at request of Business Transformation Steering Group.	July 2008
7	Reduction in non-core budgets e.g. Working Neighbourhoods Fund Comprehensive Spending Review, grant regimes etc.	Risk flagged for deletion by Corporate Director of Resources. Will remain on Directorate Risk Register.	July 2008
19	Failure to deliver on the Executive Management Team's (EMT's) key supporting outcomes.	Risk flagged for deletion by Effectively Managed Corporate Business group – EMT's key supporting outcomes were identified in June 07 and are fully embedded within the Directorate Business Plans and monitoring of the Performance Plan. It is a duplication to have this as an issue in the Corporate Risk Register.	January 2008
22	Failure to meet the code of connection for Government Connect.	Risk flagged for deletion by the Corporate Director of Resources. Will be managed via ICF risk register.	March 2010
8	Failure to co-ordinate / control all of BCC's Accountable Body roles and responsibilities.	This has improved and will continue to be monitored via the Resources risk register.	July 2010
14a	Failure to progress the Highways Public Finance Initiative (PFI).	The PFI contract was signed on 7 May 2010.	July 2010
15	Failure to achieve the efficiencies agreed in the budget round and plan for the efficiencies necessary for the next two years.	This has been incorporated into risk 28.	July 2010
16	Lack of compliance with and appropriateness of, corporate people management policies & procedures and national regulations.	The policies & procedures have been updated on People Solutions with the Excellence in People Management system, and compliance with them is covered in risk 18.	July 2010
17	Failure to act on the sustainability agenda.	This has been included by Directorates as business as usual now. It will continue to be monitored via the Development risk register.	July 2010
21	Adverse impact of the economic downturn.	This has been included by Directorates as business as usual now. It will continue to be monitored via Directorate and Department risk registers.	July 2010
3	Failure to progress the Cross portfolio elements of the Working For The Future (WFTF) programme.	This has been flagged for deletion by the Corporate Director of Resources as progress is being made on this and where there are problems with buildings this is covered in new risk 32 added November 2010.	November 2010

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Ref No.	Risk description	Reason for removal	Date removed
1c	Failure to implement the pay and grading review for all non-schools staff.	The pay and grading structure for has now been fully implemented and this is no longer a risk.	March 2011
6a	Failure to adopt the new working practices implemented through the EPM programme which in turn will impact on benefit delivery.	The new working practices have become business as usual. Benefits delivery is being monitored as part of risk 4.	March 2011
6b	Failure to achieve the IT infrastructure which allows all employees to access information electronically.	A full business case is being developed to achieve this. This is no longer a corporate risk and will be monitored through the Corporate Resources Directorate risk register.	March 2011
24	Failure to manage pay progression effectively.	The pay progression framework has been applied to Council managed staff and is no longer a risk. The pay progression issue regarding schools staff is covered in risk 1a and will also be monitored through CYP&F Directorate risk register.	March 2011
12	Failure to engage and inform communities around the Council's approach to improving community cohesion.	Strategic Director of Corporate Resources considers this is no longer a corporate issue and it has been delegated to the Strategic Directorate of Corporate Resources' risk register for continued management.	July 2011
18	Failure to implement recommendations made to improve internal control in the External Audit Annual Letter and by Internal Audit to help prevent fraud and error.	Strategic Director of Corporate Resources considers this is no longer a corporate issue and the risk has been delegated to each Directorate to continue to manage.	July 2011
29	Failure to achieve progress against local priorities as stated in the Sustainable Community Strategy.	Strategic Director of Corporate Resources considers this is no longer a corporate issue and the risk has been delegated to each Directorate to continue to manage.	July 2011
27	Failure to put in place action plans and strategies to fully mitigate the effects of reductions in area based grants.	Merged with risk 28 "Need to meet the massive spending reductions over the three years from 2011/12" at request of Strategic Director of Corporate Resources.	December 2011
11	Failure to deliver Achieving Excellence with Communities.	The target risk level has been met. Cabinet Committee Achieving Excellence with Communities receives progress reports. The risk has been delegated to Homes and Neighbourhoods directorate to manage.	March 2012
33	Failure to adapt to Climate Change.	The target risk level has been exceeded and long term planning has now been put in place. This risk will continue to be managed by directorates.	March 2012
9	Need for capacity to react promptly to and manage the significant workforce changes occurring.	The level of risk has reduced to the target level.	July 2012
31	HRA Finance Reforms.	This is no longer a risk - the funding has been agreed and is included in the 2012/13 budgets.	July 2012

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Ref No.	Risk description	Reason for removal	Date removed
34	Independent Care Sector Fees.	The target level of risk has been attained. The risk will continue to be monitored by the Adults & Communities Directorate.	July 2012
38	Failure to maintain infrastructure assets including responsibilities regarding protected listed buildings.	Merged with risk 32 and changed to: Shortage of capital and failure to take appropriate long term decisions to manage the property asset portfolio (by disposals and reinvestment of capital in the residual estate); including responsibilities regarding protected listed buildings, leading to escalating costs.	November 2012
39	Shortfall in resources compared to projections from 2013/14 onwards as a result of the new system of local retention of business rates.	Merged with risk 28 and changed to: Need to plan appropriately for the on-going reduction in government grants resulting in a shortfall in resources compared to projections from 2013/14, particularly the significant potential reduction in resources from 2014/15, and avoid legal challenge.	November 2012
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

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Ref No.	Risk description	Reason for removal	Date removed
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
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

Risk Management Process

Who	Key Roles & Responsibilities - implementing the Risk Management Strategy	Report Type	Frequency
Cabinet Members	<ul style="list-style-type: none"> Work with Directors, Assistant Directors (ADs) and Heads of Service (HoS) to provide information re the management of corporate risks / opportunities. Involved with RM within service provision in the directorates as per their portfolio. 	Annual Governance Statement (AGS) - included within the Annual Accounts.	Annually
Members	<ul style="list-style-type: none"> Involved via Regulatory Committees, the Overview and Scrutiny process and through District Committees. Involved in other roles, for eg: membership of project boards. 		As required
Audit Committee	<ul style="list-style-type: none"> Support the Council's Corporate Governance responsibilities. Provide independent assurance to the Council in relation to internal control, RM and governance. 	Review of RM Toolkit, Policy & Strategy. Corporate Risk Register (CRR).	Annually Three times per annum
Corporate Leadership Team (CLT)	<ul style="list-style-type: none"> Scan for new risks to the Council and the City of Birmingham. Give a view of the medium to long term risks to the city. Has the draft CRR update reported to it the month before it goes to the Audit Committee, for challenge / recommendations re-wording or deletion of risks as appropriate. 	Review of RM Toolkit, Policy & Strategy. CRR Update Report.	Annually Three times per annum
Chief Executive	<ul style="list-style-type: none"> Leads on the wider corporate governance agenda of which RM is a part. Is one of the signatories to the AGS. 		As required
Assistant Chief Exec, Corporate Directors, Directors, ADs and HoS	<ul style="list-style-type: none"> Provide leadership for the RM process. Responsible for feeding key risks into the CRR. Reducing the impact of high risks that are likely to occur. Embedding RM throughout their directorates. 		Quarterly
Directorate / Service Management Teams	<ul style="list-style-type: none"> Undertake service RM assessment as part of business planning and internal / external review. Establish actions to take advantage of opportunities / reduce risks. Monitoring and review the effectiveness of the actions. 	Business Planning updates.	Quarterly
Risk Representatives	<ul style="list-style-type: none"> Implement a practical and workable approach to RM within their directorate Co-ordinating responses to corporate risks - a point of contact to provide RM information from the directorate to Birmingham Audit. 	CRR updates.	As required Three times per annum
Birmingham Audit	<ul style="list-style-type: none"> Facilitates and advises on the corporate RM process. Compiles the CRR update reports for CLT / Audit Committee. 	Draft CRR Update Report.	As required Three times per annum
Staff	<ul style="list-style-type: none"> Responsibility for identifying opportunities as well as hazards / risks in performing their day to day duties. Taking appropriate action to take advantage of opportunities or limit the likelihood and impact of risks. 		As required

Audit Committee Update Birmingham City Council Progress Report and Update Year ended 31 March 2017

25 July 2017

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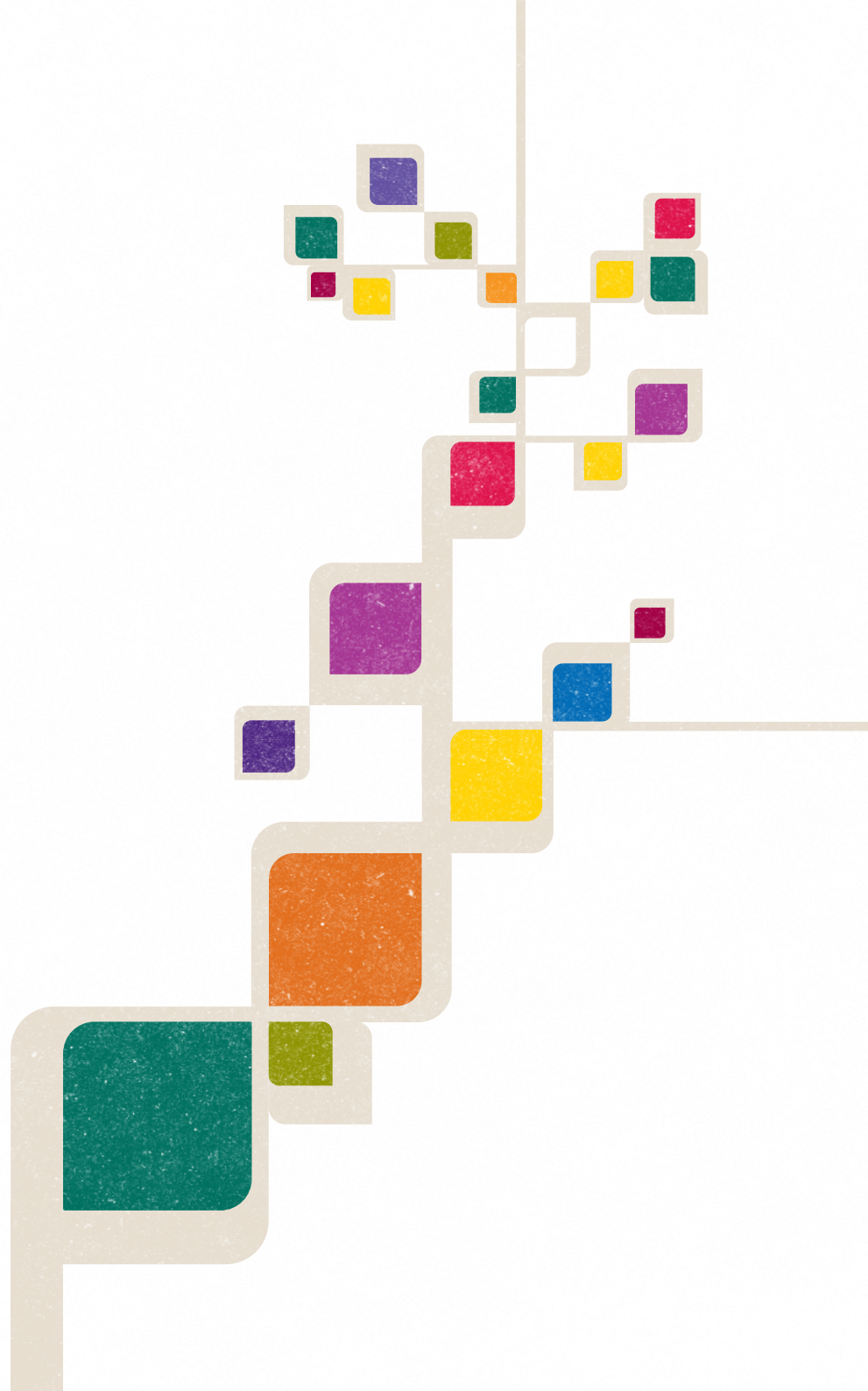
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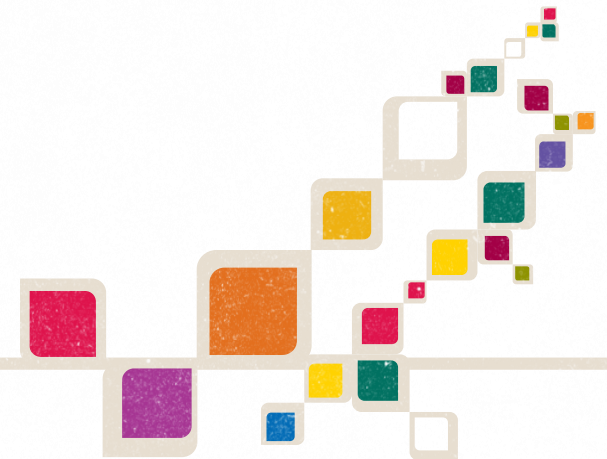
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The contents of this report relate only to the matters which have come to our attention, which we believe need to be reported to you as part of our audit process. It is not a comprehensive record of all the relevant matters, which may be subject to change, and in particular we cannot be held responsible to you for reporting all of the risks which may affect your business or any weaknesses in your internal controls. This report has been prepared solely for your benefit and should not be quoted in whole or in part without our prior written consent. We do not accept any responsibility for any loss occasioned to any third party acting, or refraining from acting on the basis of the content of this report, as this report was not prepared for, nor intended for, any other purpose.



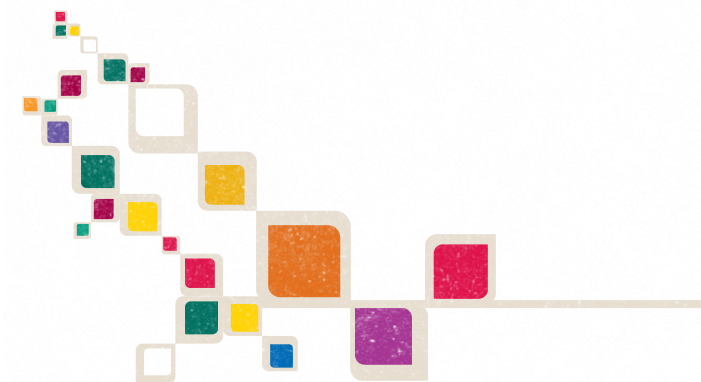
Introduction

This paper provides the Audit Committee with a report on progress in delivering our responsibilities as your external auditors.

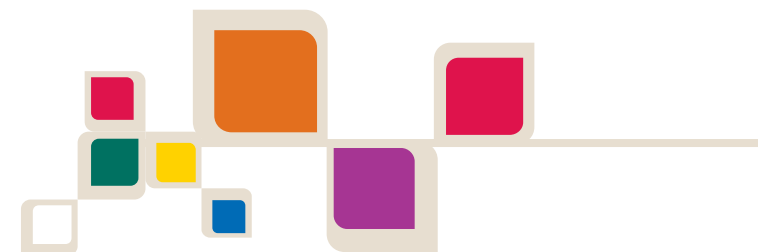
Members of the Audit Committee can find further useful material on our website www.grant-thornton.co.uk, where we have a section dedicated to our work in the public sector. Here you can download copies of our publications and articles, including the reports mentioned in this update along with other items:

- Income generation is an increasingly essential part of providing sustainable local services (March 2017); <http://www.grantthornton.co.uk/en/insights/the-income-generation-report-local-leaders-are-ready-to-be-more-commercial/>
- CFO Insights – reviewing council's 2015/16 spend (December 2016); <http://www.grantthornton.co.uk/en/insights/cfo-insights-reviewing-councils-201516-spend/>
- Fraud risk, 'adequate procedures', and local authorities (December 2016); <http://www.grantthornton.co.uk/en/insights/fraud-risk-adequate-procedures-and-local-authorities/>
- Brexit and local government; (April 2017) <http://www.grantthornton.co.uk/en/insights/a-global-britain-needs-more-local-government-not-less/> and (December 2016) <http://www.grantthornton.co.uk/en/insights/brexit-local-government-transitioning-successfully/>

If you would like further information on any items in this briefing, or would like to register with Grant Thornton to receive regular email updates on issues that are of interest to you, please contact either your Engagement Lead or Engagement Manager.

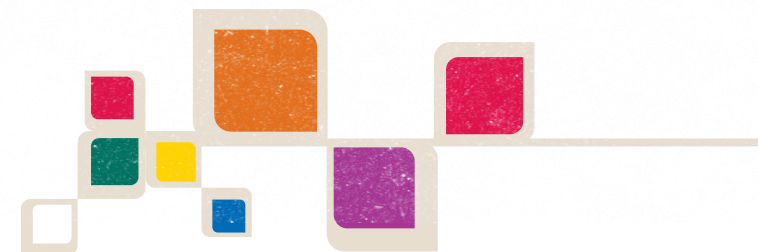


Progress at July 2017



2016/17 work	Planned Date	Complete?	Comments
Fee Letter We are required to issue a 'Planned fee letter for 2016/17' by the end of April 2016	April 2016	Yes	The 2016/17 scale audit fee is £314,168. This is set by Public Sector Audit Appointments. We also issued the fee letter for 2017/18, with no change to the fee proposed. This has previously been reported to the Audit Committee.
Accounts Audit Plan We are required to issue a detailed accounts audit plan to the Council setting out our proposed approach in order to give an opinion on the Council's 2016-17 financial statements.	March 2017	Yes	This was presented to the Audit Committee in March 2017. A separate Value for Money Conclusion Plan identifying significant risks was presented to the January Audit Committee.
Interim accounts audit Our interim fieldwork visit plan included: <ul style="list-style-type: none"> • updated review of the Council's control environment • updated understanding of financial systems • review of Internal Audit reports on core financial systems • early work on emerging accounting issues • early substantive testing • Value for Money conclusion risk assessment. 	Completed March 2017	Yes	<p>We reported audit findings from our first block of fieldwork in our Audit Plan in March. No significant issues were raised to bring to your attention.</p> <p>As part of our formal communication between auditors and the Council's Audit Committee, as 'those charged with governance' we prepare a specific report which covers some important areas of the auditor risk assessment where we are required to make inquiries of management and the Audit Committee under auditing standards. This was also presented to the Audit and Governance Committee in March.</p>
Final accounts audit Including: <ul style="list-style-type: none"> • audit of the 2016/17 financial statements • proposed opinion on the Council's accounts • proposed Value for Money conclusion • review of the Council's disclosures in the consolidated accounts against the Code of Practice on Local Authority Accounting in the United Kingdom 2015/16 	In progress	Completion expected by end of August 2017	<p>We are planning to complete our fieldwork and report our findings to management by the end of August as part of the transition to the earlier closedown and audit cycle that is required from 2018.</p> <p>The audit is progressing as planned and no significant issues have been identified to date which require reporting to the Audit Committee early.</p> <p>The Audit Committee is to meet to approve the financial statements and to consider our Audit Findings Report on 26 September.</p>

Progress at July 2017



2016/17 work	Planned Date	Complete?	Comments
<p>Value for Money (VfM) conclusion</p> <p>The scope of our work is unchanged to 2015/16 and is set out in the final guidance issued by the National Audit Office in November 2015. The Code requires auditors to satisfy themselves that; "the Council has made proper arrangements for securing economy, efficiency and effectiveness in its use of resources".</p> <p>The guidance confirmed the overall criterion as; "in all significant respects, the audited body had proper arrangements to ensure it took properly informed decisions and deployed resources to achieve planned and sustainable outcomes for taxpayers and local people".</p> <p>The three sub criteria for assessment to be able to give a conclusion overall are:</p> <ul style="list-style-type: none"> • Informed decision making • Sustainable resource deployment • Working with partners and other third parties 	September 2017	No – top up required September 2017	<p>We have substantially completed our detailed procedures and will keep abreast of any emerging issues to sign off date. The results of our VfM audit work and the key messages arising will be reported in our Audit Findings Report.</p> <p>We qualified our 2015/16 conclusion in relation to the following risks:</p> <ul style="list-style-type: none"> • Savings challenge – due to the impact of non-recurrent savings in 2015/16 and the weaknesses in the People Directorate's savings plan delivery • Services for vulnerable children – due to the concerns reported by Ofsted following their monitoring visit and the continuing need for the Council to have external oversight of its arrangement by the Children's Commissioner • Management of schools – due to Ofsted feedback indicating that there are significant governance issues in some schools and concerns reported by Ofsted on the pace of change • Improvement Panel – due to continuation of the Panel's appointment <p>We are required to bring these matters forward as part of our 2016/17 audit work. We will include our conclusion as part of our report on your financial statements.</p>
<p>Other areas of work</p> <p>Meetings with Members, Officers and others</p>	N/A	N/A	<p>We included a statutory recommendation in our 2015/16 Annual Audit Letter. This recommendation and the Council's formal response was considered at the Council meeting on 10 January 2017.</p> <p>We also wrote to the Acting Chief Executive of the Council on March 15 2017 expressing concern about the Council's ability to deliver its challenging savings programme, particularly given gaps in senior management capacity (at the time) and proposals to reduce senior management capacity in the finance department. The Council responded to the issues of capacity set out in our letter and a report was presented to Audit Committee on 20 June 2017. The Audit Engagement Lead continues to have on-going meetings with the Senior Management Team.</p>

Technical Matters





Accounting and audit issues

LAAP Bulletin 105: Closure of the 2016/17 accounts and related matters

In March, CIPFA's Local Authority Accounting Panel issued LAAP Bulletin 105. The bulletin provides further guidance and clarification to complement CIPFA's 2016/17 Guidance Notes for Practitioners and focuses on those areas that are expected to be significant for most authorities. Topics include:

- Highways Network Asset
- update to the 2016/17 code
- Telling the Story
- accounting standards that have been issued but have not yet been adopted
- summary of other changes to the 2016/17 Code
- statutory guidance on the flexible use of capital receipts
- the Better Care Fund

The LAAP bulletin confirms that section P - Highways Network Asset of Module 4 no longer applies and any reference in the 2016/17 Code Guidance Notes to the Highways Network Asset does not apply. Therefore, highways authorities' accounting policies for the infrastructure class of assets are unchanged from the approach adopted in previous years, i.e. the infrastructure class of assets will be defined as it was in the 2015/16 Code and be measured at depreciated historical cost.

Telling the Story – the 2016/17 Code changed segmental reporting arrangements for the Comprehensive Income and Expenditure Statement (CIES) and introduced the Expenditure and Funding Analysis (EFA). Both the CIES and EFA include a segmental analysis which requires local authorities to report on the basis of how they are structured.



Accounting and audit issues

Code of Practice on Local Authority Accounting in the United Kingdom 2017/18

CIPFA/LASAAC has issued the Local Authority Accounting Code for 2017/18. The main changes to the Code include:

- amendments to section 2.2 (Business Improvement District Schemes (England, Wales and Scotland), Business Rate Supplements (England), and Community Infrastructure Levy (England and Wales)) for the Community Infrastructure Levy to clarify the treatment of revenue costs and any charges received before the commencement date
- amendment to section 3.1 (Narrative Reporting) to introduce key reporting principles for the Narrative Report
- updates to section 3.4 (Presentation of Financial Statements) to clarify the reporting requirements for accounting policies and going concern reporting
- changes to section 3.5 (Housing Revenue Account) to reflect the Housing Revenue Account (Accounting Practices) Directions 2016 disclosure requirements for English authorities
- following the amendments in the Update to the 2016/17 Code, changes to sections 4.2 (Lease and Lease Type Arrangements), 4.3 (Service Concession Arrangements: Local Authority as Grantor), 7.4 (Financial Instruments – Disclosure and Presentation Requirements)
- amendments to section 6.5 (Accounting and Reporting by Pension Funds) to require a new disclosure of investment management transaction costs and clarification on the approach to investment concentration disclosure.

Sector issues and developments



National Audit Office

Protecting information across government

“Protecting information while re-designing public services and introducing the technology necessary to support them is an increasingly complex challenge. To achieve this, the Cabinet Office, departments and the wider public sector need a new approach, in which the centre of government provides clear principles and guidance and departments increase their capacity to make informed decisions about the risks involved.”

Amyas Morse, head of the National Audit Office, 14 September 2016

<https://www.nao.org.uk/report/protecting-information-across-government/>

Planning for 100% local retention of business rates

“The Department faces a significant challenge in implementing 100% local retention of business rates by 2019-20. It has benefited from the experience of delivering the 50% local retention scheme and is using this experience effectively. The key question is whether there is enough money in the system to let services be delivered on the right scale and for self-sufficiency to be seen to succeed.”

Amyas Morse, head of the National Audit Office, 29 March 2017

<https://www.nao.org.uk/report/planning-for-100-local-retention-of-business-rates/>

Health and social care integration

“Integrating the health and social care sectors is a significant challenge in normal times, let alone times when both sectors are under such severe pressure. So far, benefits have fallen far short of plans, despite much effort. It will be important to learn from the over-optimism of such plans when implementing the much larger NHS sustainability and transformation plans. The Departments do not yet have the evidence to show that they can deliver their commitment to integrated services by 2020, at the same time as meeting existing pressures on the health and social care systems.”

Amyas Morse, head of the National Audit Office, 8 February 2017

<https://www.nao.org.uk/report/health-and-social-care-integration>

NAO Publications

Challenge question:

- Have you read the NAO reports?

Grant Thornton



Income generation

Local government is under immense financial pressure to do more with less. The 2015/16 spending review is forecast to result in a £13 billion funding hole by 2020 that requires. With further funding deficits still looming, income generation is increasingly an essential part of the solution to providing sustainable local services, alongside managing demand reduction and cost efficiency of service delivery. This report shares the insights into how and why local authorities are reviewing and developing their approach to income generation.

Our new research on income generation which includes our CFO Insights tool suggests that:

- ❖ councils are increasingly using income generation to diversify their funding base, and are commercialising in a variety of ways. This ranges from fees and charges (household garden waste, car parking, private use of public spaces), asset management (utilities, personnel, advertising, wifi concession license) and company spin-offs (housing, energy, local challenger banks), through to treasury investments (real estate development, solar farms, equity investment).
- ❖ the ideal scenario to commercialise is investing to earn with a financial and social return. Councils are now striving to generate income in way which achieves multiple strategic outcomes for the same spend; examining options to balance budgets while simultaneously boosting growth, supporting vulnerable communities and protecting the environment.

- ❖ stronger commercialisation offers real potential for councils to meet revenue and strategic challenges for 2020 onwards. Whilst there are examples of good practice and innovation, this opportunity is not being fully exploited across the sector due to an absence of a holistic and integrated approach to corporate strategy development (a common vision for success, understanding current performance, selecting appropriate new opportunities, the capacity and culture to deliver change).

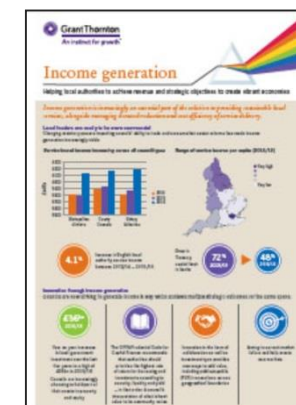
Our report helps local authorities maximise their ability to generate income by providing:

- Case study examples
- Local authority spend analysis
- Examples of innovative financial mechanism
- Critical success factors to consider

Grant Thornton publications

Challenge question:

- Have you read our income generation report?
- Is your council actively exploring options to generate income?



Our Income generation report was published on Thursday 2 March, hard copies are available from your team and via link:

<http://www.grantthornton.co.uk/en/insights/the-income-generation-report-local-leaders-are-ready-to-be-more-commercial/>

A Manifesto for a Vibrant Economy

Grant Thornton publications

Developing infrastructure to enable local growth

Cities and shire areas need the powers and frameworks to collaborate on strategic issues and be able to raise finance to invest in infrastructure priorities. Devolution needs to continue in England across all places, with governance models not being a “one-size-fits all”. Priorities include broadband, airport capacity in the North and east-west transport links.

Addressing the housing shortage, particularly in London and the Southeast, is a vital part of this. There simply is not enough available land on which to build, and green belt legislation, though designed to allow people living in cities space to breath, has become restrictive and is in need of modernisation. Without further provision to free up more land to build on, the young people that we need to protect the future of our economy will not be able to afford housing, and council spending on housing the homeless will continue to rise.

Business rates are also ripe for review – a property-based tax is no longer an accurate basis for taxing the activity and value of local business, in particular as this source of funding becomes increasingly important to the provision of local authority services with the phasing out of the Government’s block grant.

Demographic and funding pressures mean that the NHS no longer remains sustainable, and the integration of health and social care – recognised as critical by all key decision makers – remains more aspiration than reality. .

There is an opportunity for communities to take a more holistic approach to health, for example creating healthier spaces and workplaces and tackling air quality, and to use technology to provide more accessible, cheaper diagnosis and treatment for many routine issues

Finding a better way to measure the vibrancy of places

When applied to a place we can see that traditional indicators of prosperity such as GVA, do not tell the full story. To address this we have developed a [Vibrant Economy Index](#) to measure the current and future vibrancy of places. The Index uses the geography of local authority areas and identifies six broad objectives for society: prosperity, dynamism and opportunity, inclusion and equality, health wellbeing and happiness, resilience and sustainability, and community trust and belonging.

The city of Manchester, for example, is associated with dynamic economic success. While our Index confirms this, it also identifies that the Greater Manchester area overall has exceptionally poor health outcomes, generations of low education attainment and deep-rooted joblessness. These factors threaten future prosperity, as success depends on people’s productive participation in the wider local economy, rather than in concentrated pockets.

Every place has its own challenges and opportunities. Understanding what these are, and the dynamic between them, will help unlock everybody’s ability to thrive. Over the coming months we will continue to develop the Vibrant Economy Index through discussions with businesses, citizens and government at a national and local level.

Challenge question:

- Have you read our manifesto?



<http://www.grantthornton.co.uk/globalassets/1.-member-firms/united-kingdom/pdf/documents/creating-manifesto-vibrant-economy-draft-recommendations.pdf>

Guy Clifton – Head of Local Government Advisory

Publications

Providing key insight and examples of best practice to local government, police, fire and rescue services.



Innovation in public financial management

Our research on international public financial management shows it is evolving, from having a narrow focus on budgeting, towards a wider mandate as a key driver of policy and strategy across all levels of government, public services, state enterprises and public-private partnerships.



Turning up the volume

Our Business Location Index identifies the most desirable and affordable areas for investment in England, by looking at a combination of economic performance, people & skills, environment & infrastructure and cost.

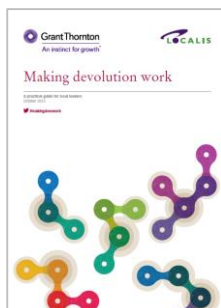
Our aim is to give local authorities and LEPs the tool to better understand and market their strength and assets to increase inward investment and inform their devolution discussions.



Reforging local government

The autumn statement identified how councils will need better financial management and further efficiency to achieve the projected 29% savings. This presents a serious challenge to manage councils that have already become lean.

Our report looks at the financial challenge facing councils, the new governance agenda that will challenge traditional arrangements and expectations, and the way forward for the public sector through devolution, innovation, collaboration and cultural change.



Making devolution work

This report gets under the bonnet of the devolutionary conversations taking place between Whitehall and local government across England. It offers a practical guide to local leaders by outlining the benefits of devolution, the areas of priority to central government and the key questions that must be addressed in order to produce a successful devolution bid.



Growing healthy communities

It has long been recognised that the health of a population is strongly linked to the circumstances in which people live.

Our health and wellbeing index looks at the health determinants and outcomes of an area, highlights the scale and nature of inequality across the country and reiterates the need for a local, place-based approach to tackling health outcomes. It also identifies the wider economic determinants on an area's circumstances, emphasising the need for local collaboration between public sector bodies.



Spreading their wings

Our first report in a series looking at alternative delivery models in local government looks at local authority trading companies (LATCs).

The need to improve performance against the continuing financial pressure in the public sector has led to an increase in innovative solutions to the challenges, such as alternative delivery models.

Our report provides a guide on building a successful LATC, identifying the areas that must be considered at each stage of the process, as well as offering a number of examples of best practice.

Hardcopies of these reports are available from your audit team



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