

Haringey Council

Agenda item:

Audit Committee

On 23 April 2009

Report Title: **Risk Management and Corporate Risk Register**

Report authorised by: **Chief Financial Officer**

Report of and Contact Officer: Anne Woods, Head of Audit and Risk Management

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Wards(s) affected: **All**

Report for: **Non-key decision**

1. Purpose of the report

- 1.1 To inform the Audit Committee of the current position on risk management implementation across the Council and provide a revised risk management strategy for consideration and approval.
- 1.2 To provide a register of corporate business risks for review.

2. State link(s) with Council Plan Priorities and actions and/or other Strategies:

- 2.1 Audit and Risk Management contribute to the Council priority to deliver excellent, customer focused, cost effective services by ensuring that the Council's risk management framework is in place and operating effectively. Internal audit reviews key risk registers, the controls in place and makes recommendations for improvement where appropriate.
- 2.2 Risk management forms a key element within the revised Use of Resources assessment and will continue to be part of the CAA from 2009 onwards. The reports to both managers and the Audit Committee on the implementation of the Council's risk management policy and strategy ensure that the requirements of the CAA assessment are fulfilled.

3. Recommendations

- 3.1 The Audit Committee is recommended note the implementation of the risk management strategy across the Council.
- 3.2 The Audit Committee is recommended to review and approve the revised risk management policy and strategy .

4. Reason for recommendation(s)

4.1 The Audit Committee is responsible for approving the Council's Risk Management Policy as part of its Terms of Reference. In order to facilitate this, and provide information on its implementation across the Council, progress reports are provided on a regular basis for review and consideration by the Audit Committee.

5. Other options considered

5.1 Not applicable

6. Summary

6.1 The internal audit service makes a significant contribution to ensuring the implementation of the Council's risk management framework throughout the authority. This report focuses on:

- The work undertaken during 2008/09 to implement the risk management framework;
- The corporate risk register
- The updated risk management policy and strategy

7. Head of Legal Services Comments

7.1 The Head of Legal Services has been consulted in the preparation of this report, and advises that there are no specific legal issues which arise out of the report, or the proposed recommendations.

8. Chief Financial Officer Comments

8.1 The Chief Financial Officer has been consulted over the contents of this report and notes that there are no direct financial implications arising from this report.

8.2 The Council's overall business planning process allows it to assess the impact of any risk highlighted during the course of regular review of risk registers or the PBPRs and those felt to have key financial implications over the medium term are addressed in the Council's financial plans. The financial or business impact of any risks materialising in year will be addressed as part of the council's monthly budget & performance management process.

9. Head of Procurement Comments

9.1 Not applicable

10. Equalities and Community Cohesion Comments

10.1 This report deals with how risks are managed across all areas of the council, which have an impact on various parts of the community. Improvements in managing risks

and controls will therefore improve services the Council provides to all sections of the community.

11. Consultation

11.1 No external consultation was required or undertaken in the production of this report. Consultation is undertaken with respective service managers, Assistant Directors and Directors in the production of risk registers and internal audit reports and follow up programmes, and their comments are included in the final report which is circulated in accordance with the agreed internal audit reporting protocol.

12. Service Financial Comments

12.1 There are no direct financial implications arising from this report. The work within internal audit to implement the risk management framework is part of the contract with Deloitte and Touche which was awarded following a competitive tendering exercise in compliance with EU regulations from 1 April 2007. The costs of this contract are contained and managed within the Audit and Risk Management revenue budget. Service departments manage risks as part of the routine work to achieve their business plans and costs are contained within their revenue budgets.

13. Use of appendices

13.1 Appendix A – Corporate Risk Register
Appendix B – Risk Management Policy and Strategy
Appendix C – Update on risk registers

14. Local Government (Access to Information) Act 1985

14.1 For access to the background papers or any further information please contact Anne Woods on 0208 489 5973.

15. Background

15.1 The Council's Risk Management strategy is reviewed on an annual basis to ensure that it reflects current operational requirements and best practice. The previous version was approved by CEMB in January 2008, and the Audit Committee, in May 2008.

15.2 During 2008/09, Internal Audit has continued to work with business unit and departmental representatives to review, test and update the risk registers in accordance with the requirements of the risk management strategy. The review and testing of risk registers formed part of the 2008/09 annual audit plan and will be an ongoing process in 2009/10 to ensure the key controls to manage identified risks are effective and operate as intended. This will also ensure compliance with the agreed strategy.

15.3 The Council has been implementing a new performance management system (Covalent) during 2008/09. This system will also include a risk management module which will enable all risk registers to be managed electronically at business unit, department and corporate level. The process to input the current risk registers on to the performance management system will start in April 2009, and this will be completed by Internal Audit, supported by Policy and Performance. Training for system users will be provided during May and September 2009, with full reporting in place across the Council by October 2009.

16. Corporate Risk Register and Departmental/Business Unit Risk Registers

16.1 The corporate risk register is attached at Appendix A for review and approval. This reflects those risks identified at corporate level, referenced CEMB 1 – 12 in the corporate register. Following discussions at CEMB during 2008/09, additional risks have been included in the corporate register to cover:

- Current economic conditions (CEMB1);
- Data quality issues (CEMB2);
- Treasury Management (CEMB3);

16.2 The current high risks identified in business unit and departmental risk registers, referenced CEMB 13 – 21 and cross-referenced to the individual departmental and business unit risk registers. These risks may also have a corporate impact either in financial or reputation terms. Some of the key risks included in departmental or business unit risk registers may already be included as corporate risks e.g. overspends; staffing issues; safety of staff and clients.

16.3 Appendix C shows the latest position for all Business Units and Directorates as at April 2009. All Business Units have been requested to provide copies of the latest version of their risk registers in accordance with the risk management strategy and we are awaiting final copies of some Business Unit risk registers in order to complete the process of loading the information onto Covalent.

17. Electronic risk registers

17.1 The electronic Covalent system will replicate the majority of the existing format for the council's risk registers, but will provide Business Unit Managers with a more effective and flexible reporting and monitoring process than the current manual process.

17.2 The electronic system is able to produce a variety of reports and information to suit the managers' requirements. The electronic system allows managers to view and sort their current risks individually, or by risk rating; RAG status; or actions due.

17.3 As stated earlier, all existing risk registers will be loaded onto Covalent by Internal Audit and checked to ensure that the data is correct. After the initial data has been input onto the system, business units will be provided with the risk register information relevant to them and will be able to update and amend their risk registers online. In order to facilitate this, all business units will have a nominated representative who will

have access to the system and will be responsible for keeping the risk register up to date.

17.4 Covalent will automatically send reminders to the business unit representatives when updates are due. Internal Audit will provide resources as part of the annual audit plan to assist business units on an ongoing basis and to ensure that all actions and updates are being done in accordance with the relevant timescales.

18. Risk Management Policy and Strategy

18.1 In addition to risk registers, the 2008 risk management strategy has brought together all key processes involving risk, including health and safety, business continuity, emergency planning and project management. A Risk and Emergency Planning Steering Group has been established during 2008/09 which reviews key risk issues on a regular basis and ensures implementation of the risk management strategy across the council. Key documentation, including the PBPR templates have been revised to take account of the revised risk management strategy and ensure that risk management processes are embedded across all key functions and processes. Risk management forms an integral part of the business planning process, including the pre-business plan review stage and the final business plans, where business units are required to consider the key risks to the achievement of their objectives.

18.2 The risk management strategy and policy has now been updated to reflect the development of the electronic performance management system and is attached at Appendix B for review and approval.

Haringey Council – Corporate Risk Register 2009/10

This document sets out the key risks common to Directorates across the Council. The risks are based upon the objectives of individual directorates and Business Units. If the risks in this register have been escalated via Business Unit and/or Departmental Risk Registers, references have been included to identify these.

Key to the Risk Register: - Ref: Details the reference number for the risk – based on the following:

CEMB – Chief Executive’s Management Board

UE – Urban Environment:

Streetscene; Planning Policy & Development; Enforcement; Strategic & Community Housing; Economic Regeneration

ACCS – Adults Culture and Community Services:

Adult learning libraries & culture; Adult Services; Commissioning & strategy; Recreation Services

CYPS – Children and Young People’s Service:

Children & families; School standards & inclusion; Business Support & Development

CR – Corporate Resources:

Corporate Finance; Audit & Risk Management; IT Services; Benefits & Local Taxation; Customer Services; Corporate Procurement; Legal Services; Property Services

POD – People and Organisational Development:

Human Resources; Local Democracy & Member services; Organisational Development & learning

PPPC – Policy Performance Partnerships and Communications:

Safer Communities; Neighbourhood Management; Performance & Policy; Communications

Risk Identified: Details the risk identified by management.

Inherent Risk: Is assessed by Impact (I) and Likelihood (L). The Inherent risk is the impact of the risk occurring, and how likely it is to occur, without any mitigating actions in place to address the risk. The Impact and Likelihood of the risks are scored from 1 to 9 according to the schedule in Appendix 1 of this report.

Controls: The actions and processes which are currently in place to manage the risk identified.

Residual Risk: Is assessed on the same rankings as Inherent Risk. The Residual Risk is the impact and likelihood of the risk occurring with the current controls in place.

Further Action: Where there is outstanding residual risk, further actions have been identified by management to reduce the exposure to the risk.

Haringey Council – Corporate Risk Register 2009/10

Ref	Risk	Inherent Risk		Controls	Residual Risk		Further Action/ Responsibility
		Impact	Likelihood		Impact	Likelihood	
CEMB1	<p>Poor national and local economic conditions impact adversely on Haringey Council, including an inability to deliver services due to increased demand.</p> <p>Risk Owner: All Directors and ACE's</p>	9	7	<ul style="list-style-type: none"> • General contingency in future budgets to help deal with pressures arising from economic downturn • The Community Care Strategy's core objective is to reduce commissioning of residential care and reinvest revenue into improved services in the community. • Demand led forecast in order to effectively profile budgets to meet demand. • Contingency plans in place in order to deal with cases of service demand above forecast levels. • First phase of JSNA complete. ACCS working with Joint Director of Public Health to complete 2nd phase. <p>Control Owner: All Directors and ACE's</p>	8	7	<ul style="list-style-type: none"> • Recession identified as priority to be addressed in business plans. Corporate lead. Recession/resilience plan being produced. • Comprehensive mapping exercise of 3rd sector by ACCS . • Brokerage service will be refocused in line with personalisation agenda to ensure adequate provision. • Look critically at what needs evidence can be produced by FWi and OHMS etc. • Identify specific needs mapping projects, where gaps in information and knowledge.
			63			56	

Haringey Council – Corporate Risk Register 2009/10

Ref	Risk	Inherent Risk		Controls	Residual Risk		Further Action/ Responsibility
		Impact	Likelihood		Impact	Likelihood	
CEMB2	An inability to provide accurate and robust data to support external corporate and departmental assessments impacts on the Council's reputation and CAA ratings. Risk Owner: All Directors and ACE's	8	7 <hr/> 56	<ul style="list-style-type: none"> New corporate performance management system is in place for 2009/10 Regular reports to CEMB and Cabinet on performance issues Indicators both national and local are monitored through performance clinics and DMT. Recent audit found no level 1 recommendations with performance reporting Capital Ambition supported external validation of data quality Quality Outcomes Board put in place to provide support and commentary on key issues to the Council <p>Control Owner: All Directors and ACE's</p>	8	4 <hr/> 32	Corporate Performance Management team established with responsibility for ensuring data quality and supporting corporate and directorate assessments,
CEMB3	Lack of appropriate controls over the Council's Treasury Management function Risk Owner: Director of Corporate Resources/CFO	9	6	<ul style="list-style-type: none"> External review of treasury management arrangements completed and reported in 2008/09 Specialist contractors in place to provide advice to Treasury Management section 	9	4 <hr/> 36	<ul style="list-style-type: none"> Ensure any recommendations from the review of Treasury Management are addressed and reported appropriately <p>Responsibility:</p>

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Ref	Risk	Inherent Risk		Controls	Residual Risk		Further Action/ Responsibility
		Impact	Likelihood		Impact	Likelihood	
				<ul style="list-style-type: none"> Review of the Council's investments and Treasury Management investment policies and procedures completed following external review Regular review of operational functions in place Performance of the Treasury Management function reported on a regular basis 			Director of Corporate Resources/CFO
CEMB4	Inadequate financial management/ overspends/ lack of Value For Money/ loss of central government funding e.g. homelessness. Risk Owner: All Directors and ACE's	9	9 <hr/> 81	<ul style="list-style-type: none"> Budget Holders and Directors monitor their budgets on an ongoing basis with support from Heads of Finance. Formal monthly budget monitoring process with Finance and Performance report submitted to Cabinet. Four year financial strategy in place with regular reports to Members re Capital and Revenue budgets. Management of projects within a formal project management framework. Sufficient levels of reserves to be able to manage any budget risks. Comparison against the Use 	9	5 <hr/> 45	<ul style="list-style-type: none"> Regular reviews and scrutiny by DMT and identification of risk and management via business unit risk registers and corporate risk register. Budgetary monitoring processes/scrutiny reviewed Action plan to control and reduce down overspends is in place PBPR savings: detailed financial plans being completed prior to new financial year; Targets set and monitored via monthly budget call over;

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Ref	Risk	Inherent Risk		Controls	Residual Risk		Further Action/ Responsibility
		Impact	Likelihood		Impact	Likelihood	
				<p>of Resources requirements undertaken on regular basis</p> <ul style="list-style-type: none"> • No budget overspends on a corporate basis reported • Budget proposals reflect increase in pension back-funding • Value for Money being embedded into way of working. 			<ul style="list-style-type: none"> • AD now authorises all commissioning spend • Work ongoing within the CAA sub group to ensure appropriate links across ACCS and to support controls in place. • Develop market management strategy to ensure VfM services. • All budget holders & 4th tier managers to receive budget management training. • Commissioning and Strategy to identify linked functions between divisions in ACCS for rationalisation and integration. • Lobby central government in respect of funding levels • Liaison with other boroughs

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Ref	Risk	Inherent Risk		Controls	Residual Risk		Further Action/ Responsibility
		Impact	Likelihood		Impact	Likelihood	
CEMB5	Lack of safety and well-being for clients and staff. Risk Owner: All Directors and ACE's	8	9 <hr/> 72	<ul style="list-style-type: none"> Joint Area Review (JAR) action plan agreed and being monitored and reported on a regular basis by CYPs Quality Outcomes Board put in place Safeguarding training implemented Risk Management strategy in place with links to health and safety requirements Corporate Health & Safety audits undertaken Risk assessments undertaken Compulsory DSE training for staff who use computer equipment. Home Safety advice provided by the crime reduction team Directorate SLOs to implement H&S strategies/objectives 	7	6 <hr/> 42	<p>Directorate review of interface with safeguarding and prioritisation of action arising.</p> <p>Ensure key tasks in JAR action plan are completed and reported to all relevant parties in accordance with the agreed timetable</p> <p>Responsibility: Director of CYPs</p> <p>Ensure any recommendations arising out of the 2009 external inspection of Adult Services are addressed and reported appropriately (Pending receipt of report)</p> <p>Responsibility: Director of ACCS</p>
CEMB6	Staffing issues impact on the ability to deliver high quality services: <ul style="list-style-type: none"> High staff turnover 	7	7 <hr/> 49	<ul style="list-style-type: none"> Posts filled using agreed Council procedures. Regular one to ones in place for all staff. 	6	5 <hr/> 30	<ul style="list-style-type: none"> Develop apprenticeship programme in

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Ref	Risk	Inherent Risk		Controls	Residual Risk		Further Action/ Responsibility
		Impact	Likelihood		Impact	Likelihood	
	<ul style="list-style-type: none"> Inability to recruit and/or retain right staff management team turnover; and lack of continuity and/or succession planning inability to provide appropriate support to corporate services. <p>Risk Owner: All Directors and ACE's</p>			<ul style="list-style-type: none"> Internal communications ensure that team briefing cascades to all staff. Management development programme in place for all managers/supervisors. Agreed performance appraisal process in place and monitored to ensure compliance at a corporate level Corporate HR Policies & procedures in place HR statistics produced and reviewed on a monthly basis Exit interviews undertaken People Plan and annual staff development programme. 			Recreation Services.
CEMB7	<p>Failure of key projects, e.g. Building Schools for the Future, Decent Homes Standards impact on the council's overall objectives.</p> <p>Risk Owner: All Directors and ACE's</p>	7	8	<ul style="list-style-type: none"> Delivery and monitoring of Local Area Agreements and similar cross cutting strategic partnership programmes. Haringey Forward programme in place and monitored by CEMB and Members on a regular basis Specific Project Boards e.g. BSF in place and reports to CEMB and Members on a 	6	6	<ul style="list-style-type: none"> Project management approach adopted for key projects. Create cycle of reporting from sub groups to WBCE.

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		Impact	Likelihood		Impact	Likelihood	
CEMB8	Lack of, or inappropriate, management of the council's capital programme leading to a risk of non-delivery of the programme or budget overspends. Risk Owner: All Directors and ACE's	9	9 <hr/> 81	<ul style="list-style-type: none"> regular basis Project Management arrangements in place which are monitored and reported on Formal monthly budget monitoring process in place, with Finance and Performance report submitted to Cabinet. Stream Board monitoring (for individual projects. Capital Strategy in place and monitored on regular basis WBPB outcome groups are outcome focussed and monitor progress of projects and report to the WBCE and WBPB. The effectiveness of the sub groups are monitored by the WBPB. 	6	5 <hr/> 30	
CEMB9	Failure to meet statutory and legal requirements and targets, e.g. National and Local Area Agreement Indicators Risk Owner: All Directors and ACE's	7	9 <hr/> 63	<ul style="list-style-type: none"> Council Constitution including scheme of delegation and finance/contract procedure rules in place and reviewed regularly Performance profiling Data Quality Strategy developed. 	7	6 <hr/> 42	Regular monitoring, review and prioritisation of action via DMT and relevant project/programme/partnership board, i.e. Housing Improvement Board, Better Haringey, and Better Places

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		Impact	Likelihood		Impact	Likelihood	
CEMB 10	Failure of corporate I.T. systems, e.g. SAP. Risk Owner: All Directors and ACE's	7	7 <hr/> 49	<ul style="list-style-type: none"> Random sample audits undertaken Regular reports on compliance with performance measures Procedure notes in place for key financial and other systems. Business Plans identify actions to meet targets 	7	4 <hr/> 28	Partnership. Projects linked to LAA indicators to be tracked directly through to the ABG budget and SMART objectives put in place.
CEMB 11	Failure to maximise and promote partnership working opportunities which may impact on the council's reputation with external organisations and different business sectors. Risk Owner: All Directors and ACE's	9	7 <hr/> 63	<ul style="list-style-type: none"> Business process in place, including system disaster recovery and business continuity arrangements. Disaster recovery and business continuity plans tested Service review meetings with IT providers Establishment and development of key relationships with external organisations and business sectors. Code of Governance and annual governance statement for the HSP implemented. Community Engagement Forum for the HSP in place. 	6	5 <hr/> 30	<ul style="list-style-type: none"> Consider how the HSP could be used to promote positive aspects of the Haringey area Responsibility: ACE – PPP&C

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		Impact	Likelihood		Impact	Likelihood	
				<ul style="list-style-type: none"> • Executive level performance management group for HSP in place. • Ongoing work with statutory and voluntary/ community sector partners, e.g. the Police, LDA, Employment Service, Small Business Service and Health agencies. 			

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Ref	Risk	Inherent Risk		Controls	Residual Risk		Further Action/ Responsibility
		Impact	Likelihood		Impact	Likelihood	
CEMB 12	<p>Council policies and procedures fail to manage the risk of fraud to an acceptable level</p> <p>Risk Owner: All Directors and ACE's</p>	9	6 <hr/> 81	<ul style="list-style-type: none"> • Anti-fraud and corruption strategy, whistle-blowing policy and fraud response plan in place and reviewed on a regular basis • Programme of pro-active fraud work in internal audit and Housing Benefit plans • Risk of fraud included in departmental risk registers • Fraud awareness briefings provided on a regular basis in Team Brief and Smart Talk • Council participates in the National Fraud Initiative • Robust procedures in place in relation to procurement and contracting • Segregation of duties in relation to processing of goods and services • Monthly budget management identifies any variances and services have the opportunities to investigate and comment • Internal controls when designing systems to alleviate fraud 	9	3 <hr/> 27	<ul style="list-style-type: none"> • Publish details of successful fraud investigations <p>Responsibility: Director of Corporate Resources/CFO</p>

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Ref	Risk	Inherent Risk	Controls	Residual Risk	Further Action/ Responsibility
CEMB 13 (UE FS -ST2)	<p>Deterioration of highways infrastructure and street furniture impacting on the environment and posing a health and safety risk.</p> <p>Failure to ensure that carriageway and footway are kept to a reasonable standard. Contributing factors to this risk may include:</p> <ul style="list-style-type: none"> • Insufficient investment • Not meeting the required index level from 'scanner' surveys. • Exposure to insurance claims. • Staffing • Failure to implement work on site • Contractor resources • Coordination with NRSWA team <p>Risk Owner: Highways Maintenance Manager</p>	<p>8</p> <hr style="width: 50px; margin: 0 auto;"/> <p>9</p>	<ul style="list-style-type: none"> • Progress meetings are held with the NRSWA team to ensure there is a coordinated approach to works occurring in close proximity. • Frequent progress meetings are held with contractors to ensure any envisaged delays are discussed and resolved. • Capital funding provided by the council which is targeted at the roads requiring intervention and in full lengths. • The Borough spending plan provides resources to fund the maintenance and infrastructure programme within the borough. • Inspection regime in place to identify faults on the highways and ensure that contractors work is completed in accordance with contract standards. • £200,000 allocated to pothole blitz programme which has been very successful and reduced complaints about potholes. 	<p>5</p> <hr style="width: 50px; margin: 0 auto;"/> <p>45</p>	<p>Problems are highlighted at coordinated meeting. Project highlight reports during budget monitoring mechanisms in place to ensure reactive maintenance is dealt with.</p> <p>Asset Management Plan has been developed which identifies a ten year investment strategy to ensure the adequate condition of the network.</p>

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Ref	Risk	Inherent Risk	Controls	Residual Risk	Further Action/ Responsibility
CEMB 14 (UE PPD1)	<p>Delivery of Key sites programme: Inability to process a significant number of Major Applications within statutory timescales may result in legal challenges.</p> <p>Risk Owner: Assistant Director of Planning Policy & Development Service</p>	<p>9</p> <hr/> <p>9</p> <p>81</p>	<ul style="list-style-type: none"> Additional resources in place for the development of a Major Sites team. Recruitment of experienced staff currently underway. 	<p>9</p> <hr/> <p>6</p> <p>54</p>	<p>Additional resources may need to be identified to ensure all applications are efficiently processed. Action by: Head of Planning Policy & Development Service</p>
CEMB 15 (ACCS C&S1.6)	<p>Supporting People (SP) allocation in 2008/09 has been reduced by 3% from £21.3 million per annum to £20.7million.</p> <p>Further SP reductions now confirmed through to 31/3/2011</p> <p>5% reduction 2009/10 to approximately £19.6 million</p> <p>5% reduction 2010/11 to approximately £18.6 million</p> <p>SP programme grant going into Area Based Grant (ASB) in 2010/11, although may not be linked to local area agreement</p> <p>Risk Owner: Assistant Director of Commissioning & Strategy/Head of Commissioning</p>	<p>9</p> <hr/> <p>9</p> <p>81</p>	<ul style="list-style-type: none"> Plans in hand to manage the impact on the level of services which can be commissioned Issues around funding for 2009/10 and 2010/11 being managed through the SP Partnership Board and the budget process Long term funding and Savings Strategy already developed and agreed by the Supporting People Partnership Board (SPPB) Specific areas of cost savings/efficiencies in the SP programme considered by the SP partnership Board on 22/01/09 SPPB Executive Group to meet twice yearly to focus on the budget <p>Control owner:</p>	<p>6</p> <hr/> <p>5</p> <p>30</p>	<p>Programme of consultation with providers and formal ratification of funding reduction proposals through SP partnership board</p> <p>SP Partnership Board also looking at specific proposals to re-designate and/or re-model the funding within existing services in order to achieve better value for money</p> <p>Review of proposed savings being carried out in light of the requirement to re-tender current SP contracts. Corporate Procurement working to support ACCS in this.</p>

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			Assistant Director of Commissioning & Strategy/Head of Commissioning		<p>SP reductions to go to CAB for discussion and agreement from members on taking forward prior to sign off by SPPB</p> <p>Responsibility: Assistant Director of Commissioning & Strategy/Head of Commissioning</p>

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Ref	Risk	Inherent Risk	Controls	Residual Risk	Further Action/ Responsibility
CEMB 16 (ACCS RS7)	<p>Deterioration of assets:</p> <ul style="list-style-type: none"> - increased risk of injuries; - risk of increased costs if assets are not appropriately maintained; - increased insurance costs; and - memorial safety in cemeteries (Service objective 2) <p>Risk Owner: Assistant Director Recreation Services</p>	<p>8</p> <hr/> <p>9</p> <hr/> <p>72</p>	<ul style="list-style-type: none"> • Parks Asset Improvement Programme in place • Service investment/ capital programme for the year • Development of Parks policy, service specification and management/ development plans • Open Space Strategy/Open Space Renewal programme • Surveys/ Annual user surveys • Customer feedback/ corporate complaints • Planned preventive maintenance regime • Annual benchmarking exercise (benchmark baselines)/target setting • QMS/ ISO 9002 <p>Control Owner: Assistant Director Recreation Services</p>	<p>5</p> <hr/> <p>25</p>	<ul style="list-style-type: none"> • Bid for additional funding (internal or external) • Development of parks policy strategy, service specification and management/ development plans • Planned investment in new facilities and renewals/PPM <p>Action by: Assistant Director Recreation Services</p>

Haringey Council – Corporate Risk Register 2009/10

Ref	Risk	Inherent Risk		Controls	Residual Risk		Further Action/ Responsibility
CEMB 17 (CR2)	Alexandra Park & Palace (APP) requires additional and/or ongoing resources which may be subject to challenge and subsequently impact on the council's key objectives. Inability to defend claims made against the Council and Trustees resulting in significant financial pressures. Risk Owner: Director of Corporate Resources, Chief Financial Officer	9	7 <hr/> 63	<ul style="list-style-type: none"> • Director of Corporate Resources on APP Board • Legal advice obtained with regard to ongoing involvement by the council • Financial and other support subject to formal approval processes • Reviews completed to assess corporate governance and control processes • Action plan in place to address identified areas for improvement and improve governance and internal control <p>Control Owner: Director of Corporate Resources, Chief Financial Officer</p>	9	3 <hr/> 27	Continue to provide ongoing support and monitoring where relevant to ensure that action plan is implemented Review any claims received with the Trust and Trust Solicitor Action by: Director of Corporate Resources, Chief Financial Officer

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Ref	Risk	Inherent Risk	Controls	Residual Risk	Further Action/ Responsibility
CEMB 18 (AR11)	<p>Legal challenge to LAML is successful and contracts in place are rendered void</p> <p>Risk owner: Head of Audit & Risk Mgmt</p>	<p>7</p> <hr style="width: 50%; margin: 0 auto;"/> <p>6</p> <p style="font-size: 1.5em; font-weight: bold;">42</p>	<ul style="list-style-type: none"> • Early acceptance of LAML terms ensured that contracts in place prior to court case • Specialist insurance broker contracted to provide external independent advice • External solicitors appointed (on a cost-share basis) by London boroughs to provide defence to court summons • Co-ordinated approach with other London boroughs and in-house Legal Services • Regular meetings held with LAML to review options and approach <p>Control Owner: Risk and Insurance Manager</p>	<p>7</p> <hr style="width: 50%; margin: 0 auto;"/> <p>5</p> <p style="font-size: 1.5em; font-weight: bold;">35</p>	<p>Interim insurance arranged via LAML for April – June 2009 pending judgement of appeal court.</p> <p>Contingency arrangements with LAML in place to cover July 09 – March 2010 pending judgement of appeal court</p> <p>Court case stayed pending resolution of RMP v Brent</p> <p>Action by Head of Audit and Risk Management</p>

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Ref	Risk	Inherent Risk	Controls	Residual Risk	Further Action/ Responsibility
CEMB 20 (PPPC – SC8)	Failure to prepare appropriately for a flu pandemic, increasing the risks to residents and staff Risk Owner: Head of Service and EP&BC Manager	9 3 <hr/> 27	Control owner: • Corporate Landlord Manager • Corporate contingency plan which complies with statutory requirements (Civil contingencies Act) is in place and approved by CEMB • Critical services to be maintained during any pandemic have been identified • Haringey PCT Flu plan in place • Draft Flu pandemic contingency plan in place Control Owner: Head of Safer Communities	8 3 <hr/> 24	A change consultant has been added to the implementation team as part of the overall Project Plan arrangements BU's to complete their BCPs Further planning in specific BU's Sign-off Council's Flu Plan Action by: Head of Service and EP&BC Manager

Haringey Council – Corporate Risk Register 2009/10

Ref	Risk	Inherent Risk	Controls	Residual Risk	Further Action/ Responsibility
CEMB 21 (POD HR1)	Failure to deliver the equal pay project or the implementation plan. Risk Owner: Head of Human Resources	9 <hr/> 4 36	<ul style="list-style-type: none"> • Project governance including Member group, senior mgmt project group, project plan, reporting through CEMB • Implementation and delivery plan in place <p>Control Owner: Head of Human Resources</p>	9 <hr/> 3 27	<ul style="list-style-type: none"> • Monitor project risks and refine engagement plan as required. • Contingency plan for legal claims <p>Action by: Head of Human Resources</p>

Haringey Council – Corporate Risk Register 2009/10

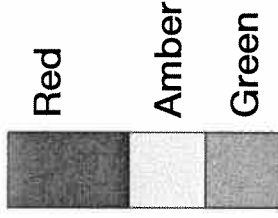
Appendix 1 - Impact and Likelihood Scales to be used as a guide in assessing risk ratings

Descriptor	Impact Guide	Likelihood Guide
1	No impact	<1% likely to occur in next 12 months
2	Financial loss up to £5,000 or no impact outside single objective or no adverse publicity	1%-5% likely to occur in next 12 months
3	Financial loss up to £10,000 or no impact outside single objective or no adverse publicity	5%-10% likely to occur in next 12 months
4	Financial loss up to £50,000 or minor regulatory consequence or some impact on other objectives	10%-20% likely to occur in next 12 months
5	Financial loss up to £100,000 or impact on other objectives or local adverse publicity or strong regulatory criticism	20%-30% likely to occur in next 12 months
6	Financial loss up to £300,000 or impact on many other processes or local adverse publicity or regulatory sanctions (such as intervention, public interest reports)	30%-40% likely to occur in next 12 months
7	Financial loss up to £500,000 or impact on strategic level objectives or national adverse publicity or strong regulatory sanctions	40%-60% likely to occur in next 12 months
8	Financial loss up to £1 million or impact at strategic level or national adverse publicity or Central Government take over administration	60%-80% likely to occur in next 12 months
9	Financial loss above £1 million or major impact at strategic level or closure/transfer of business	>80% likely to occur in next 12 months

Haringey Council – Corporate Risk Register 2009/10

Measuring what is an acceptable risk

Impact	9	18	27	36	45	54	63	72	81
	8	16	24	32	40	48	56	64	72
	7	14	21	28	35	42	49	56	63
	6	1	18	24	30	36	42	48	54
	5	10	15	20	25	30	35	40	45
	4	8	12	16	20	24	28	32	36
	3	6	9	12	15	18	21	24	27
	2	4	6	8	10	12	14	16	18
	1	2	3	4	5	6	7	8	9
		1	2	3	4	5	6	7	8
	Likelihood								



London Borough of Haringey

The Management of Risk – Corporate Strategy

Version 5.0

March 2009

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RISK MANAGEMENT POLICY

Haringey is committed to developing a Risk Management Strategy, framework and the necessary supporting processes as part of the Council's on-going improvement programme. This will help to improve and strengthen corporate governance and front-line service delivery throughout the Council. The aim is to minimise the incidence and impact of risk taking activity, improve decision making and increase opportunities for innovation.

The Council undertakes that this policy will promote and ensure that:

1. The management of risk is linked to performance improvement and the achievement of its priorities and service objectives.
2. Members, CEMB and senior management own, lead and support on risk management.
3. Ownership and accountability are clearly assigned for the management of risks throughout the Council.
4. There is a commitment to embedding risk management into the Council's culture and organisational processes at all levels including strategic, programme, project and operational.
5. All Members and officers acknowledge and embrace the importance of risk management as a process, by which key risks and opportunities are identified, evaluated, managed and contribute towards good corporate governance.
6. Effective monitoring and reporting mechanisms are in place to continuously review the Council's exposure to, and management of, risks and opportunities.
7. Open and inclusive processes are established and maintained by involving all those associated with the planning and delivery of services, including stakeholders and partners.
8. Best practice systems for managing risk are used throughout the Council, including mechanisms for monitoring and reviewing effectiveness against agreed standards and targets.
9. Accountability to stakeholders is fully demonstrated through periodic progress reports and an annual statement on the effectiveness of and the added value (benefits) from the Council's risk management strategy, framework and processes.
10. The Council's approach is regularly benchmarked against high performing public and private sector organisations.
11. The Risk Management Strategy is reviewed and updated annually in line with the Council's developing needs and requirements.

1. BACKGROUND

- 1.1 It is now recognised that all organisations face a range of risks which may affect the achievement of their objectives. Risk management is therefore an essential part of securing the 'health' of an organisation. Risk management is an important element in the running of any business: ensuring that threats to corporate objectives and service delivery are minimised; and that business opportunities are exploited to maximise resources or revenue.
- 1.2 Risk management is part of the overall arrangements for securing effective corporate governance. Corporate governance can be described as the systems which local authorities use to direct and control their operations and relate to their communities.
- 1.3 Good corporate governance can provide the authority's various communities, partners and other organisations, with confidence that the council maintains the highest possible standards in delivering their services. It is impossible for any organisation to achieve effective corporate governance arrangements without an effective risk management framework.
- 1.4 The council also has to comply with various statutory requirements which include issues relating to corporate governance or risk management. The Accounts and Audit Regulations 2003 require local authorities to review, at least once a year, systems they have in place to control and manage the services they provide. From 2007/08, the Council must publish an annual governance statement, which represents the end results of its annual review, with its financial statements.
- 1.5 The Comprehensive Performance Assessment (CPA) was introduced in order to evaluate local authorities' performance over a number of areas. Risk management is included within the annual 'Use of Resources' assessment and is still a key part of the assessment criteria for 2009 that is integral to the new Comprehensive Area Assessment (CAA).
- 1.6 Other key statutory issues for the council in relation to risk management include the requirements of the Civil Contingencies Act 2004 and the Health and Safety at Work Act 1974 and its related legislation. Internally, the council has developed various business planning, performance and project management frameworks, including business continuity and emergency planning - which all require risk management to be considered.
- 1.7 Everyone within the council has a role to play in managing risk. In order to put this in context and provide an explanation of how the various statutory and local requirements should be met, this corporate strategy has been developed. This builds on the previous risk management strategy to indicate where the various statutory and key corporate requirements fit in.

2 INTRODUCTION

- 2.1 This strategy provides an overview of Haringey's risk management position and what the council needs to do to move towards achieving the highest ratings in the relevant CAA assessments. It updates the previous risk management strategy (January 2008) and clarifies the various roles, responsibilities and governance structures.
- 2.2 Haringey Council, via statutory requirements and corporately set objectives, must balance the demands of service users and tax payers; involve communities in service provision; deliver, commission and regulate services; and enter into strategic and local partnerships, often involving complex funding arrangements.
- 2.3 Balancing all of these, sometimes conflicting, objectives means that the council needs a framework which ensures that a pro-active approach is taken and risks are considered before decisions are taken by the appropriate body.
- 2.4 The aim of this strategy is to ensure that risks are identified at the right time to enable good decisions to be made, including:
- reducing the impact and/or number of risks which could prevent the council achieving its objectives;
 - ensuring that the council takes advantage of opportunities to improve its performance; and
 - working with organisations within the Haringey Strategic Partnership to maximise opportunities available.
- 2.5 Risk management can make a difference and enhance the performance of the council by:
- Identifying and preventing the bad things from happening; and
 - Ensuring that all the good things we want to do actually happen.
- 2.6 The aim of this strategy is to ensure that everyone responsible for managing and taking decisions is aware not only of the key risk management functions, but also their responsibilities in relation to them.
- 2.7 From the departments' and business unit managers' perspectives, the emphasis should be to achieve their objectives and deliver their services. Risk management should be used to facilitate this in the most effective way possible. By using a systematic approach, managers will ensure that they consider all the options available to them, and be in a better position to anticipate and respond to changing social, environmental and legislative requirements.

3 WHAT IS RISK?

3.1 For a public body such as Haringey Council, risk can be defined as:

Anything that poses a threat to the achievement of our objectives, programmes or service delivery to the residents, businesses and communities of Haringey.

3.2 Risks can come from inside or outside the council, and may include financial loss or gain, physical damage to people or buildings, client dissatisfaction, unfavourable publicity, failure of equipment, or fraud. Failing to take advantage of opportunities may also have risks for the Council, for example not bidding for external funding, or not publicising successes.

3.3 Taking advantage of new opportunities, for example working with the voluntary sector to deliver services, or working as part of the Haringey Strategic Partnership can also mean the Council has to deal with different types of risks. However, not taking advantage of these opportunities may leave the Council facing bigger risks in the future.

3.4 Therefore, some risks should not necessarily always be avoided. However, this means the Council should always carefully think through decisions which may cause losses of confidence, finance, or reputation. If risks are identified and managed effectively, they can allow the council to take opportunities for improving services.

3.5 Risks can be classified according to how they may affect the council as it delivers its services:

- **Corporate (strategic) risks** - risks which may affect the council's ability to achieve its plans.
- **Reputational risks** - risks that may undermine the confidence that the council's partners, customers, staff and the public have in it, e.g. adverse news articles.
- **Service (operational) risks** – risks which may prevent the council delivering its core services, e.g. lack of staff, damage to buildings, equipment failure.
- **Financial risks** – risks which may cause a breakdown in the council's financial systems e.g. fraud. Alternatively, risks arising from the credit crunch and economic downturn, e.g. on investments, debt management, etc.

4 WHAT IS AN ACCEPTABLE RISK?

- 4.1 As a general principle, the Council will seek to eliminate and control all those risks which:
- have a high potential for incidents to occur;
 - would have a substantial adverse financial or reputational impact;
 - would cause loss of public confidence in the Council and/or its partner organisations; or
 - may stop the Council from carrying out its statutory functions or achieving its strategic objectives.
- 4.2 The Council recognises that it is impossible to eliminate all risks, especially those which it has no control over e.g. UK economy, changes to legislation, climate and weather influences, or external power failure. This is not an exhaustive list, but provided for illustrative purposes only.
- 4.3 The Council will always try to reduce or eliminate risks wherever possible, but it needs to strike the right balance between how much it costs to manage or eliminate risks and taking no action. For example, the costs of eliminating risks in a system may be more than the amount of money the Council may lose if the system were to fail. In these circumstances, the Council would want to ensure that there were sensible precautions taken to manage the risks, but that these were balanced against what it would cost if the system were to break down.
- 4.4 Systems that the Council puts in place should therefore be flexible enough to encourage innovation and imaginative use of its limited resources, subject to any legal requirements, in order to deliver better services to its residents.
- 4.5 All projects and change programmes carry with them some risk of failure. The willingness to take advantage of opportunities or new innovation, in a managed way, is a sign of an ambitious organisation. It is important that risks associated with opportunities and innovation are identified and effectively managed, to ensure that the strategic objectives of the Council are achieved.

5 WHAT IS RISK MANAGEMENT?

- 5.1 There is no such thing as a risk-free environment, but many risks can be avoided, reduced or eliminated through good risk management. Good risk management also takes advantage of opportunities while analysing and dealing with risks.
- 5.2 Risk management is something that managers do every day as part of their normal work, although it may not always be written down, and managers may not use a formal procedure to make their final decision. Risk management can be explained as a tool for managers to use so that they are able to identify, evaluate and manage both risks and opportunities in a logical and consistent way.
- 5.3 Good risk management is forward looking and helps to improve business decisions and manage performance. It is not only about avoiding or minimising losses, but also about dealing positively with opportunities.
- 5.4 In addition to fulfilling statutory requirements, it should be recognised that there are many benefits to making sure that risk management is considered and applied at all levels in the Council, including:¹
- Allowing managers to focus on the issues that really matter;
 - Spending less management time on operational issues;
 - Fewer surprises;
 - Managers are focused on doing the right things, in the right way;
 - Better chance of achieving business objectives;
 - Better chance that new developments can be delivered on time, in accordance with the planned programme and within budget; and
 - More informed risk taking and decision making.
- 5.5 Risk management should be considered as a continuous process, which evolves as the Council gains more understanding of the risks and opportunities facing it and how to manage these effectively.
- 5.6 Risk management consists of a number of elements, which should be considered and applied regularly during the course of the year, as part of the Council's cycle of performance management and improvement processes:
- Understanding the Council's, department's, or business unit's objectives;
 - Identifying and assessing the risks facing it;
 - Assessing the actions in place to manage the risks;
 - Taking action to improve, monitor and learn from experiences.

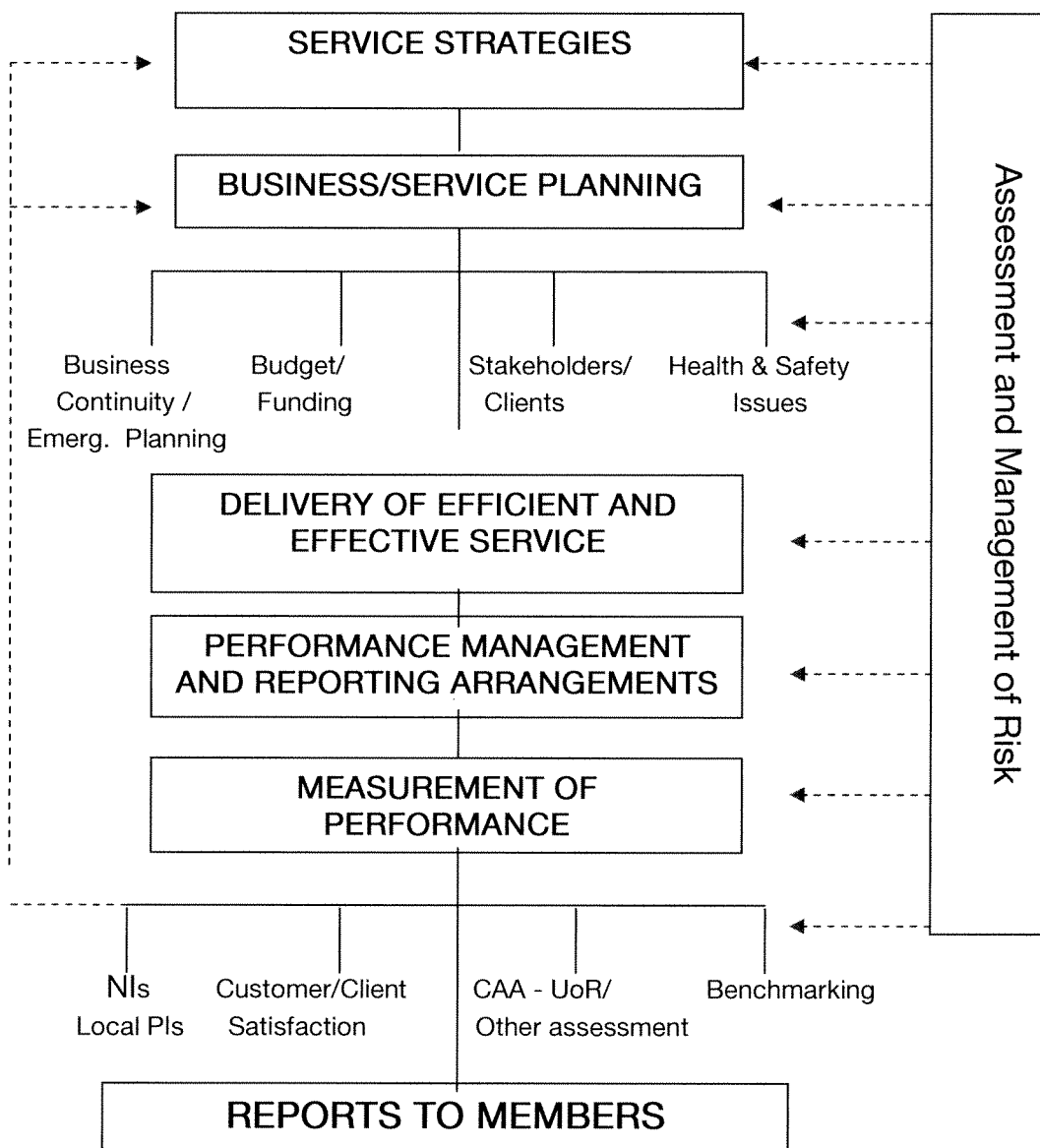
¹ Source: 'Embedding Risk Management into the Culture of your Organisation', *The Institute of Internal Auditors – UK and Ireland, October 2003.*

6 WHO IS RESPONSIBLE FOR RISK MANAGEMENT?

6.1 Directors and senior managers are responsible for managing their services. They are therefore responsible for identifying, assessing and managing the risks associated with planning, delivering and monitoring each of their services.

6.2 The following diagram illustrates the key processes in the council's overall approach to the provision of its services. The assessment and management of risk is essential to all aspects of this approach and is shown as an overarching aspect of service delivery.

Figure 1



- 6.2 Additionally, the Chief Financial Officer has a specific statutory responsibility, under section 151 of the Local Government Act 1972, to ensure that the Council maintains high standards in managing its financial systems and that procedures comply with all relevant legislation and local procedures.
- 6.4 The Chief Executive's Management Board (CEMB) is responsible for approving the Council's risk management strategy at officer level and for ensuring that this is reviewed and updated on a regular basis. CEMB is also responsible for reviewing and approving the corporate risk register, business continuity plan and health and safety policy on a regular basis.
- 6.5 The Council's Audit Committee has responsibility for approving the risk management strategy at member level and is also responsible for reviewing, on an annual basis, the implementation of risk management across the Council. Risk management is included as part of the portfolio for the Cabinet Member for Resources.
- 6.6 The Council has a statutory responsibility to "assess the risk of an emergency occurring" under the Civil Contingencies Act 2004. This responsibility is undertaken in partnership with other agencies (e.g. the Emergency Services), and the resulting Community Risk Register is signed off at the Local Resilience Forum.
- 6.7 The Council also has a responsibility to ensure that the strategy covers bodies working in partnership with the Council. It is critical that both the risk appetite and risk management arrangements for all parties are discussed and clearly understood before a partnership is created. In particular, a risk management strategy has been developed for the Haringey Strategic Partnership and risk registers are being developed for each of the partnership theme boards.
- 6.8 Figure 1 above sets out the various areas across the council where managers need to consider the risks in relation to their business, and how these should be addressed. In practice, the council has various corporate systems and processes which should be completed in order to ensure that risks are appropriately considered. These are set out below in Table 1 below:

Table 1

Area/Process	Action required/Response
Business/Service Planning	Risk Register(s) to be completed
Project & Programme Management	Haringey Project Management Framework to be followed
Business Continuity/Disaster Recovery	Business Continuity Plan(s) to be completed
Health and Safety	Risk Assessment(s) to be completed
Performance Management	National (LAA) and local indicators to be monitored

7 RISK MANAGEMENT – THE FRAMEWORK

7.1 Our vision is that all significant risks which may prevent the Council from achieving its objectives and all appropriate opportunities are identified, assessed and cost effectively managed, as part of the whole Council performance management process.

7.2 The key objectives of the framework are to ensure that the Council has a consistent approach and basis for measuring, controlling, monitoring, follow-up and reporting of risk that is based on what the Council, not any individual, judges to be acceptable levels of risk.

7.3 The framework demonstrates how the management of risk is embedded in the various business processes across the council, including business planning, financial planning, business continuity, performance management and project management.

7.4 Table 2 below provides a summary of the council's business planning cycle and how the business processes operate within this.

Table 2

Timing	Activity	Completed by	Key Contact
April	Draft Business Plans	BU Head	Performance Management Team
April and September	Review and update of risk register	BU Head/ DMT/ CEMB	Head of Audit & Risk Management
April and September	Review and update of Business Continuity Plan	BU Head/ DMT/ CEMB	Emergency Planning and Business Continuity Manager
September	Pre-Business Plan Review	BU Head	Performance Management Team
April - March	Collate and monitor performance Indicators	BU Head	Performance Management Team
April - March	Submission of Project Management Highlight reports	Project Lead	Project Management Office
April	Undertake risk assessments	BU Head/ DMT	Health & Safety Manager

7.5 Education, training & awareness is achieved by:

- Facilitated workshops, training sessions and meetings with Members, managers and staff at various levels.
- A developing framework of standards, practical guidance notes and briefings.
- Regular meetings with managers and staff to heighten awareness and share views, ideas and experiences.

7.6 From April 2009, the Council will implement **Covalent Software** and this interactive database will be used to develop:

- Corporate, departmental and business unit risk registers that will be updated on a continuous basis. These will be based on identifying an “analysis gap” between “where we are now” and where we want to be over an agreed timeframe.
- High level risk actions that form part of Managers’ performance management dashboards.
- A database of risk data and information for analysis and reporting.
- The identification of control areas that need to underpin the Strategic and Annual Internal Audit Plans.
- Further integration with outcomes from value for money reviews; outstanding high risk audit recommendations; corporate health and safety risks; business continuity management; Civil Contingencies Act; Crime and Disorder; and Equalities, etc.
- Effective links between risk management, performance management, project management and business planning, etc.

7.7 Previous sections of this strategy have listed the areas where the council requires managers to complete corporate processes. Table 3 below details the appendices which set out how the framework operates in practice for each of these areas:

Table 3

Area	Appendix
Completion of Risk Registers	A
Project & Programme Management	B
Business Continuity Plans	C
H & S Risk Assessments	Under review
Performance Management Framework (Overview)	D

8 HOW ARE RISKS REVIEWED AND REPORTED?

- 8.1 The council has various means of measuring and recording risks. The reporting of each of these areas, together with the links between each process, is set out below.
- 8.2 Risk registers are subject to regular review and update, at least quarterly, by business units, departments and CEMB. The timing for review should coincide with and form part of the annual planning process. As a minimum, risks should be formally considered twice a year in line with submission of the Pre-business Plan Reviews (PBPR's) in September and the annual business plans in April. Key risks are escalated from business unit registers to departmental registers and ultimately on to the corporate register where the realisation of the risk may impact on the ability to achieve corporate or statutory objectives.
- 8.3 The Corporate Business Continuity Plan (BCP) is reviewed on a quarterly basis, and subject to test on an annual basis. The Emergency Planning and Business Continuity Planning team maintain the corporate plan, incorporating lessons from incidents and exercises. Business Unit BCP's should be reviewed twice a year in line with the business planning cycle (in September and April). Reports are provided to CEMB and members detailing the implementation and management of the council's BCP's. Key BCP risks are included on business unit, departmental and the corporate risk register as appropriate.
- 8.4 The council's project management framework requires risks affecting each project to be reviewed prior to the submission of each project highlight report (normally monthly) and reported to the relevant project and programme board. Reports to CEMB and members are provided on a regular basis as part of the reporting cycle. Projects which carry significant risks to the achievement of business unit or departmental objectives should be included in business unit or departmental risk registers, with escalation to the corporate risk register in cases where the failure of the project may impact on the ability to achieve corporate or statutory objectives.
- 8.5 Health and safety risks are addressed based on the Health and Safety Executive's 'Sensible Risk Management' strategy, which the council has adopted. Managers at all levels are required to ensure that key assessment processes e.g. display screen assessments and safe working practices are completed on a regular basis. Reports to CEMB and members detailing compliance with the council's policies are provided on a regular basis.
- 8.6 Performance management information, including statutory and local performance indicators, is provided on a regular basis to CEMB and members. The council uses a 'balanced scorecard' to highlight key risk areas.
- 8.7 The Council has to produce an **Annual Governance Statement** every year, which is an assessment of the systems the Council has in place to control and manage the services they provide. This risk management strategy and framework will provide assurance to CEMB and members that risks are being properly managed.

Risk Registers - Status as at April 2009

Department	Level	Register Title	Date of most recent update
1 Corporate - CEMB	Corporate	Corporate Register	April 09
2 CE – Policy Performance Partnerships & Communication	Dept	Policy Performance Partnerships & Communication	September 08
3 CE – PPPC	BU	Safer Communities	September 08
4 CE – PPPC	BU	Neighbourhood Management	September 08
5 CE – PPPC	BU	Communications	September 08
6 CE – PPPC	BU	Improvement and Performance	September 08
7 CE – Organisational Development	Dept	Organisational Development	June 08
8 CE – OD	BU	Human Resources	June 08
9 CE – OD	BU	Local Democracy and Member Support	June 08
10 CE – OD	BU	Organisational Development & Learning	June 08
11 Corporate Resources (CR)	Dept	Corporate Resources	April 09
12 CR	BU	Legal Services	April 09
13 CR	BU	IT Services	April 09
14 CR	BU	Customer Services	April 09
15 CR	BU	Benefits & Local Taxation	April 09
16 CR	BU	Corporate Finance	April 09
17 CR	BU	Audit & Risk Management	April 09
18 CR	BU	Corporate Procurement	April 09
19 CR	BU	Corporate Property Services	April 09
20 Children and Young People's Service (CYPS)	Dept	Children and Young People's Service	October 08
21 CYPS	BU	Children & Families	October 08
22 CYPS	BU	School Standards and Inclusion	October 08
23 CYPS	BU	Business Support & Development	October 08
24 CYPS	BU	Change for Children	October 08

Appendix C

	Department	Level	Register Title	Date of most recent update
25	Adults Culture and Community Services (ACCS)	Dept	Adults Culture and Community Services	April 09
26	ACCS	BU	Commissioning & Strategy	April 09
27	ACCS	BU	Adult Services	April 09
28	ACCS	BU	Recreation Services	April 09
29	ACCS	BU	Adult learning, Libraries & Culture	April 09
30	Urban Environment (UE)	Dept	Urban Environment	January 09
31	UE	BU	Strategic & Community Housing	January 09
32	UE	BU	Frontline Services	January 09
33	UE	BU	Planning Policy & Development	January 09
34	UE	BU	Enforcement	January 09