

Regulation, Audit and Accounts Committee

20 January 2020

Quarterly Review of the Corporate Risk Register

Report by Director of Finance, Performance and Procurement

Executive Summary

This Committee has responsibility for oversight of the Council's risk management arrangements.

Risks relating to corporate leadership, governance and culture, and a lack of qualified and experienced Approved Mental Health Professionals (AMHP) have been added to the corporate risk register. The risks of the Council failing to define the required outcomes from commissioned activity, highways procurement litigation, DoLS backlog and the Commissioner recommending losing control of children's services have been removed.

The impact and likelihood of financial sustainability has decreased, the likelihood of systems and process non-compliance has increased as a result of the Children's Commissioner Report report, and the likelihood of a no-deal Brexit has reduced.

Risk will continue to be considered and discussed as part of a performance review by ELT; with a report capturing risks with a severity above the tolerance threshold, submitted monthly to Cabinet (via ELT).

The Risk Management in Practice course has been fully designed and, pending testing, is due to be launched in the next financial year.

Recommendations

The Committee is asked to review the information detailed in the report, the current Corporate Risk Register and provide comment as necessary.

1. Introduction

1.1 The Committee has responsibility 'to monitor the effective development and operation of risk management in the County Council'. That role, together with a description of the Council's approach to risk management, is set out in the Constitution at Part 4 Section 4. It covers the allocation of responsibilities, including the quarterly review of risk management activity.

2. Background and Context

2.1 At the Nov 2019 meeting this committee reviewed the corporate risk register and risk management processes. The committee were informed of changes to the corporate register from the previous quarter and were also made aware of the current status of risk training and education. Comments from the committee were either addressed at the meeting or are included in the body of this report.

2.2 During the preceding quarter there have been the following changes to the corporate risk register.

- Corporate risk #65 – Failing to implement corporate leadership, governance and culture recommendations
 - New risk
 - Risk owner – Chief Executive
- Corporate risk #66 – Lack of suitably qualified and experienced Approved Mental Health Professionals (AMHP)
 - New risk
 - Risk owner – Executive Director of Adults and Health
- Corporate risk #36 - Failure of the Council to define the required outcomes from commissioned activity
 - De-escalated for directorates to consider and include if necessary
- Corporate risk #57 - Deprivation of Liberty Safeguards (DoLS) assessments
 - De-escalated to ASC risk register
- Corporate risk #62 - Commissioner recommends losing control of children's services
 - Closed – risk realised
- Corporate risk #63 – Highways Procurement Litigation
 - Closed - settled
- Corporate risk #1 – No deal Brexit
 - Likelihood decreased from 5 to 4
- Corporate risk #7 - Non-compliance and a lack of standardisation in some systems and processes
 - Likelihood increased from 3 to 4 as a result of the Children's Commissioner Report report
- Corporate risk #22 - Financial sustainability of council services
 - Impact and likelihood decreased from 5 to 4
- Corporate risk #58 – Failure of social care provisions
 - Risk re-evaluated due to change in risk owner
 - New actions to mitigate have been identified
 - No change in current or target risk

2.3 The following table summarises risks on the corporate risk register with a severity graded above the tolerance threshold are as follows:

Risk No	Risk	Score - Prev Qtr	Score
CR22a	In-year projected overspend	25	25
CR61	Death/serious injury of a child (Council failing in their duty)	25	25
CR66	Lack of suitably qualified and experienced Approved Mental Health Professionals (AMHP)	New	25
CR22	Financial sustainability	25	20
CR39a	Cyber-security	20	20
CR58	Failure of social care provisions	20	20
CR59	Transformational pace and cultural change	20	20
CR60	HMIC FRS Improvement Plan	20	20
CR65	Corporate leadership, governance and culture	New	20
CR1	No deal Brexit	20	16
CR7	Non-compliance and a lack of standardisation in some systems and processes	12	16
CR11	Recruit and retain staff	16	16
CR50	Insufficient health & safety governance	16	16

2.4 The risks with a severity of 25 on directorate risk registers are as follows:

Nil

2.5 Transformation and Capital Programme risks are reported through their respective programme boards. There is ELT representation on each of these boards ensuring that significant concerns to the successful delivery of the programmes and/or associated projects are discussed, communicated to ELT and reflected in the corporate risk register if required. The Corporate Risk Manager has continued to carry out frequent reviews of the project and programme level risk registers.

2.6 The directorate risk registers have been reviewed at least quarterly by each Director and their management team, with support from the Corporate Risk Manager where required. The Corporate Risk Manager has continued to engage monthly with Executive Directorate teams to discuss corporate risks and governance.

2.7 The risk management eLearning course is embedded in the induction module for new staff and annual refresher training. It has been requested to extend the Risk Management Lunch 'n' Learn sessions to March 2021. The Corporate Risk Manager has designed a follow-on course 'Risk Management in Practice' which is due to be launched next year.

2.8 The quality and currency of information contained in the corporate and directorate risk registers will continue to be reviewed and updated. The Corporate Risk Manager is continuing to challenge whether identified actions will sufficiently address the concerns, and within a suitable timeframe.

2.9 Enduring activities the Corporate Risk Manager is undertaking to ensure continuous improvement and alignment with best practice include:

- Continue to attend the Sussex Resilience Forum Risk Group to maintain visibility on national risks that may impact WSCC and require inclusion on Corporate Risk Register
- Attend the South East Risk Managers Group to share best practice of risk management in the public sector across various local authorities
- Attend appropriate seminars held by professional bodies e.g. Alarm, CMI
- Support projects and programmes to provide assurance and support on robust governance
- Engage and support Executive Directors, Directors, service managers and their teams on capturing and communicating risk
- Continue to engage with Transformation and Capital Programme Boards to ensure and support consistent organisational risk governance
- Attendance at/facilitating various internal boards/meetings and working groups

2.10 The committee is asked to consider the Corporate Risk Register and future actions and provide comment as necessary.

3. Equality Impact Report

3.1 An Equality Impact Report is not required for this decision as it is a report dealing with internal and procedural matters only, although the Council's responsibilities in relation to the public sector equality duty will be one element of the approach to risk management.

4. Resource Implications and Value for Money

4.1 At this stage, there will be no additional resources required to facilitate the embedding/management of risk and future actions as current support within the organisation is sufficient. The Corporate Risk Manager is conducting risk workshops and risk training sessions in existing management meetings where possible to mitigate resource and scheduling conflicts. However, the impending 'Risk Management in Practice' course will take place during working hours, and participants will be responsible for ensuring their attendance doesn't significantly impact their role requirement.

5. Risk Management Implications

5.1 The subject of the report is the CRR. It would be contrary to the interests of the Council not to ensure that its risk management processes and registers were not aligned to Risk Management Strategy.

6. Crime and Disorder Act Implications

6.1 None.

7. Human Rights Act Implications

7.1 None.

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Appendices

Appendix 1 - Corporate Risk Register

Background Papers

None