

## **Regulation, Audit and Accounts Committee**

**23 March 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 the impact to council resources due to establishing a children's trust, the Children's Trust retaining permanent control of the service, and the continued delivery of council services due to the COVID19 virus have been added to the corporate risk register. The risk of a projected in-year overspend has been removed and the likelihood of failing to deliver Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMIC FRS) improvement plan has decreased.

Risk will continue to be considered and discussed by the Executive Leadership Team (ELT) monthly, and at least quarterly by directorate management teams.

Risk Management Lunch 'n' Learn sessions have been extended to March 2021. The Risk Management in Practice course has been fully designed and is being tested in April. It will then be scheduled for delivery.

##### **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 January 2020 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 #67 – Childrens Trust diverting council resources
  - New risk
  - Risk owner – Chief Executive
- Corporate risk #68 – COVID19 and risk to the delivery of County Council services
  - New risk
  - Risk owner – Chief Executive
- Corporate risk #69 – Children’s services will fail to deliver an acceptable provision to the community
  - New risk
  - Risk owner – Executive Director of Children, Young People and Learning
- Corporate risk #22a - In-year projected overspend
  - Closed risk
  - Risk owner - Director of Finance & Support Services
- Corporate risk #60 – HMIC FRS improvement plan
  - Likelihood decreased from 4 to 3
    - To reflect positive feedback from HMIC FRS revisit (Feb 20) and completed mitigating actions

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

Risk No	Risk	Score - Prev Qtr	Score
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)	25	25
CR68	COVID19 and risk to the delivery of WSCC's services	New	25
CR69	Children’s services will fail to deliver an acceptable provision to the community	New	25
CR39 a	Cyber-security	20	20
CR58	Failure of social care provisions	20	20
CR59	Transformational pace and cultural change	20	20
CR65	Corporate leadership, governance and culture	20	20
CR67	Childrens Trust diverting council resources	New	20
CR1	No deal Brexit	16	16
CR7	Non-compliance and a lack of standardisation in some systems and processes	16	16
CR11	Recruit and retain staff	16	16
CR22	Financial sustainability	16	16
CR50	Insufficient health & safety governance	16	16
CR60	HMIC FRS Improvement Plan	20	15

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

Nil

- 2.5 The corporate risk register continues to be reviewed at least monthly by ELT, with any actions promptly addressed.
- 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 and other directorate/service risks, and risk governance.
- 2.7 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.
- 2.8 The Risk Management Lunch 'n' Learn sessions have been extended to March 2021. The Corporate Risk Manager has designed a follow-on course 'Risk Management in Practice'. This is due to be tested in April and will be scheduled for delivery once completed.
- 2.9 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.
- 2.10 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 the County Council 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 support consistent organisational risk governance
  - Attendance at/facilitating various internal boards/meetings and working groups
- 2.11 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 corporate risk register. 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