

Regulation, Audit and Accounts Committee

25 March 2019

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.

Two risks have been removed from the corporate risk register and de-escalated to directorate risk registers. Two financial risks have been merged and a risk surrounding transformational pace and cultural change has been added. In addition, the risk severity surrounding DoLS has decreased due to the completion of the 100 day plan.

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

The risk management eLearning course is now live and the risk management Lunch 'n' Learn sessions have been extended to March 2020. Approval has been submitted to allow the production of a Risk Management in Practice course; with a launch date of Summer 2019.

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 Jan 2019 meeting this committee reviewed the corporate risk register and risk management processes. The committee were informed of the additional risk reports that were now being submitted to Cabinet and into the performance pack at ELT. The committee were also made aware of the current status of risk training and education.

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

- Corporate risk #24 – Council funding
 - Merged with CR22 and restructured to consider the financial sustainability of council services
- Corporate risk #54 – Child safeguarding
 - Change in risk owner - Andrew Fraser (Interim DCS)
- Corporate risk #55 – Adult safeguarding
 - De-escalated from corporate risk register to DASS directorate risk register
- Corporate risk #56 – LGA Peer Review
 - De-escalated from corporate risk register to DASS directorate risk register
- Corporate risk #57 – DoLS
 - Likelihood reduced to 3 due to completion of 100 day plan
- Corporate risk #59 – Transformational pace and cultural change
 - Risk owner – Nathan Elvery

2.3 The following table summaries risks on the corporate risk register with a severity graded above 15 (above tolerance threshold) are as follows:

Risk No	Risk	Score - Prev Qtr	Score
CR58	Failure of social care provisions	25	25
CR39a	Cyber-security	20	20
CR22	Financial sustainability	20	20
CR1	Brexit	16	16
CR11	Recruit and retain staff	16	16
CR36	Third party suppliers failure to ensure that contractors perform or operate safely, or to ensure compliance with contract terms and prices	16	16
CR50	Insufficient health & safety governance	16	16
CR54	Child safeguarding failure	16	16
CR59	Transformational pace and cultural change	New	16
CR57	Backlog of Deprivation of Liberty Safeguards (DoLS) assessments	25	15

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

Risk	Directorate	Reason for Directorate Ownership
Excessive caseloads	Children and Family Services	Manageable within directorate. Risk exposure expected to decrease below threshold within reasonable timeframe. Monitored by the Childrens Improvement Board.
High turnover of staff and use of agency staff	Children and Family Services	Manageable within directorate with communication across other business areas. Resourcing theme captured within CR11. Monitored by the Childrens Improvement Board.
Availability and affordability of accommodation-based services purchased from the external market	Children and Family Services	Manageable within directorate. Risk exposure expected to decrease below threshold within reasonable timeframe.
CLA service performance and outcomes are below expectation	Children and Family Services	Manageable within directorate with communication across other business areas. Monitored by the Childrens Improvement Board.
Meal price increases above the national funding level.	Education and Skills	Transferred to individual schools to manage. Robust support and monitoring to be carried out.
NFF (Block DSG) implementation will result in an increased number of schools with financial difficulties	Education and Skills	Manageable within directorate. Risk exposure expected to decrease below threshold within reasonable timeframe.

2.5 The directorate risk registers have been reviewed at least monthly 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 CLT members to discuss owned corporate risks, and quarterly to provide assurance on directorate risks and governance.

2.6 The risk management eLearning course is now live and approximately 50 members of staff have undertaken the training so far. Risk management Lunch 'n' Learn sessions continue to receive positive feedback and has been extended to March 2020. The tender specification for the follow on course 'Risk Management in Practice' has been submitted, with an aspiration to begin delivery by Summer 2019.

2.7 The quality and currency of information contained in the corporate and directorate risk registers will continue to be reviewed and updated. Ensuring risk owners identify specific action owners and completion dates is encouraging risk discussion, awareness and ownership; providing assurance of proactive management of risk.

2.8 Activities the Corporate Risk Manager is going to carry out/continue with this quarter, to ensure continuous improvement and alignment with best practice.

- 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
- Support projects and programmes to provide assurance and support on robust governance
- Engage and support service managers and their teams on capturing and communicating risk
- Continue to engage with Transformation and Capital Programme to ensure and support consistent organisational risk governance

2.9 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 of risk and future actions as current support within the organisation is sufficient. The Corporate Risk Manager is conducting risk workshops in existing management meetings, and delivering risk training sessions during lunch periods to mitigate resource and scheduling conflicts.

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 A - Corporate Risk Register

Background Papers

None