

AUDIT AND GOVERNANCE COMMITTEE

13 MARCH 2020

CORPORATE RISK REPORT

Recommendation

- 1. The Audit and Governance Committee is requested to note the latest update of the Corporate Risk Register (Appendix) including mitigating actions identified in respect of red risks.**

Background

2. The Corporate Risk Register provides a mechanism for collating and reporting risks that could affect the delivery of corporate objectives. In April 2017 the Council adopted an electronic risk register tool to hold in one place all the major risks identified by individual Directorates and major projects. A scoring system is used to rate individual risks. This allows risks to be ranked and provides a view of the highest risks identified across the organisation.

3. At the end of Quarter Three 2019/20 there were 130 individual risks entered in the risk register of which 15 were identified as high / "red" risks.

4. The Appendix provides an overview of risks identified at the end of Quarter Three 2019/20, and more detail about the highest risks. Individual risks have been grouped for the purposes of reporting here. The highest risks have been grouped into seven risk areas, following discussion by the Corporate Risk Management Group (CRMG) and the Performance and Transformation Board, and are included below with a brief summary of mitigating activity.

- a) Safeguarding vulnerable children** – delivery of the service improvement plan for Children's Social Care and the implementation of Worcestershire Children's First. Dedicated team to support implementation of new social care case management system;
- b) Education** – review of schools with budget deficits, agreement and implementation of the Special Educational Needs and Disability (SEND) Improvement Plan, supporting schools to the propose of any school organisation change;
- c) Demand for adult social care** – roll out of the Three Conversations model by Adult Social Care, monitoring of care market and workforce availability to identify areas of risk, monthly monitoring of service and directorate budgets;

- d) **Key Supplier Markets** – ongoing engagement with key provider markets (particularly public transport and adult social care) to ensure resilience, and monitoring of financial health of providers;
- e) **Compliance management of the council's estate** – capital investment of £1m agreed to carry out survey, assessment and remedial works. Programme of risk assessments and surveys carried out and up to date for 2018/19. Programme of works for 2019/20 agreed by SLT in summer 2019;
- f) **Business continuity response to major event** – business continuity portal (part of Resilience Direct) established and updated with all critical business continuity plans. Review of critical service business continuity plans underway and a review of the corporate business continuity plan agreed for spring 2020 including a planned exercise to test key elements. Agreement with NHS England for supply of face masks for front line workers in the event of pandemic. New responsibilities for councils to plan for no-deal EU exit scenario; and
- g) **Financial control** – programme of rapid cost saving measures delivered in 2018/19 significantly reduced overspend projected mid-year, review of reserves and financial standing undertaken by Director of Finance, new financial and budget monitoring system ready for roll out in 2019/20, rationalisation of cost codes to simplify budget monitoring and promote further accountability, commercial review of contract review, tail-spend and payment terms initiated

5. The following risk area is included in the report for information, it is currently rated amber.

- **Risk to Council Services and the local economy as a result of EU Exit**

6. The risk area associated with staff capacity, capability and productivity (a previous red corporate risk) is not included in this report as it has been reported as amber for the past four quarters.

7. The Appendix provides more detail about these risks and details of the steps in place to mitigate them.

Contact Points

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Specific Contact Points for this report

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Supporting Information

- Appendix – Corporate Risk Update

Background Papers

In the opinion of the proper officer (in this case the Management Information, Analytics and Research Manager) the following are the background papers relating to the subject matter of this report:

WCC Corporate Risk Register