

AUDIT AND GOVERNANCE COMMITTEE

8 MARCH 2024

RISK MANAGEMENT

Recommendation

- 1. The Committee is requested to review the contents of the report, including the latest corporate risk report identifying corporate risks and mitigating activity.**

Background

- The aim of this report is to update the Audit and Governance Committee with the latest corporate risk report, highlighting corporate risks and current and proposed controls.

Current Corporate Risk Report

- A risk management report continues to be developed using Power BI, the latest version of which can be found here [WCC Risk Report CORPORATE](#)
- An extract of the report is contained in the appendix, showing the corporate overview, and exception reporting for the corporate risks flagged as red, and those flagged as amber and deteriorating, for Q4 2023/24.
- The risk register consists of 166 identified risks, with 26 designated as corporate level risks (risks for which the impact is over multiple or all directorates or the required control requires input from multiple or all directorates).
- Of the 26 corporate risks, eight are categorised as “Service Failure (Statutory or otherwise)”, eight are categorised as “Harm / Duty of Care”, four are categorised as “Financial Impact”, four are categorised as “Reputational including scandal or corruption”, two are categorised as “Breach of law / legislation”.
- Of the 26 corporate risks, Economy and Infrastructure Directorate (E&I) and the Chief Executive Unit (CEU) own eight risks each, Commercial and Change Directorate (COaCH) owns four, People Directorate and WCF each own three.
- Risks are scored as the product of risk impact, from 1 to 5, and risk likelihood, from 1 to 5. The highest possible risk score is therefore 25. Any risk with a score of 20 or more is deemed to be red (out of tolerance), whilst any risk with a score between 10 and 16 is amber.

9. Eight of the corporate risks are flagged as red, with a current risk score (impact x likelihood) of 20 or more. The risk relating to budget overspend / underspend, including the risk of failure to deliver financial savings in E&I has been increased to red for this quarter. The risk related to increase in demand in safeguarding has been reduced from red to amber due to a reduction in the backlog of safeguarding cases since the last report. The risk relating to breach of code of conduct due to failure to disclose personal interest has been reduced to amber. Of the 15 corporate risks that are rated amber (score between 10 and 16), none are deteriorating. Detailed information about the corporate risk register is included in the appendix as an exception report.

10. At its meeting on the 1 December 2023, the Committee requested further information relating to the risk of failure of RAAC panels in the roof of county hall.

11. County Hall roof includes RAAC panels. These panels are known to have risk of failure due to design, manufacturing, installation and deteriorating condition issues. The Institution of Structural Engineers (IStructE) has issued guidance on the risks and assessment of RAAC which identifies the following risk factors, all of which are present in the County Hall roof:

- Inadequate design of end bearing
- Panels cut on site during construction
- History of roof leaks
- Cracked panels

12. The following table describes the timeline of events:

May 2023	A visual inspection by a Structural Engineer confirmed County Hall roof is constructed of RAAC panels
June/July 2023	Advice was sought from Structural Engineers who are on the Institution of Structural Engineers (IStructE) list of RAAC specialists, and a site visit was undertaken in July 2023. The outcome of this was to undertake further intrusive surveys
August 2023	Central government published revised guidance relating to RAAC which stated that areas where it was present should not be used
7 September 2023	Access to top floor restricted and Councillors and staff relocated
September 2023 to December 2023	Further investigation and inspections have been undertaken including the removal of ceiling tiles in various locations. Cracked panels found in area around the Council Chamber pieces of concrete were found which had

	broken out from the RAAC panels and were sitting on the tiles
1 December 2023	RAAC Desktop Study Report issued by RAAC specialist Structural Engineers (Mott Macdonald) this confirmed that the risk levels across the roof
16 January 2024	Detailed inspection by RAAC specialist Structural Engineers (Mott Macdonald)
26 January 2024	RAAC Visual Inspection Report issued by RAAC specialist Structural Engineers (Mott Macdonald)
By end of February 2024	Final Report from RAAC specialist Structural Engineers (Mott Macdonald) to be issued with recommendations and estimated costs for propping and repair works

13. A final report from Structural Engineers is expected by the end of February which will include recommendations for propping and repair works of areas and estimated costs.

Contact Points

Specific Contact Points for this report

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Supporting Information

- Appendix – Corporate Risk Report Q4 2023/24

Background Papers

In the opinion of the proper officer, there are no background papers relating to the subject matter of this report.