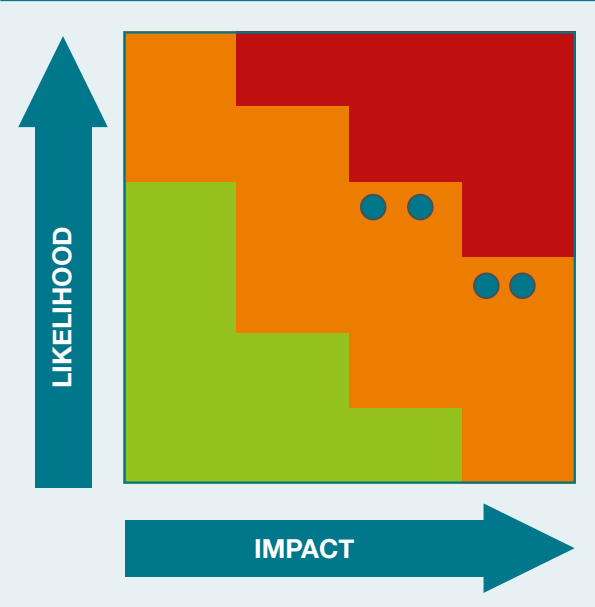


# CORPORATE RISK MANAGEMENT UPDATE

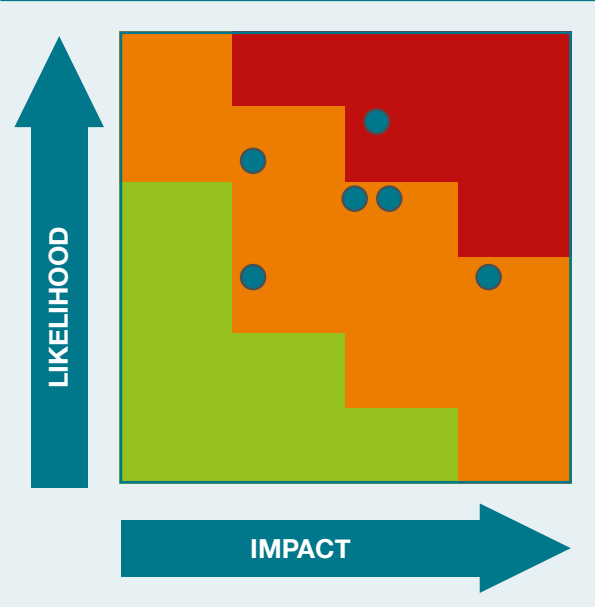
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The Council’s approach to risk management captures the key strategic risks to the delivery of corporate objectives and provides a context through which directorates construct their own risk assessments to inform decision making about business planning, transformation and service delivery. It focuses on two risk registers – Corporate and Transformation – which have four Shared Risks

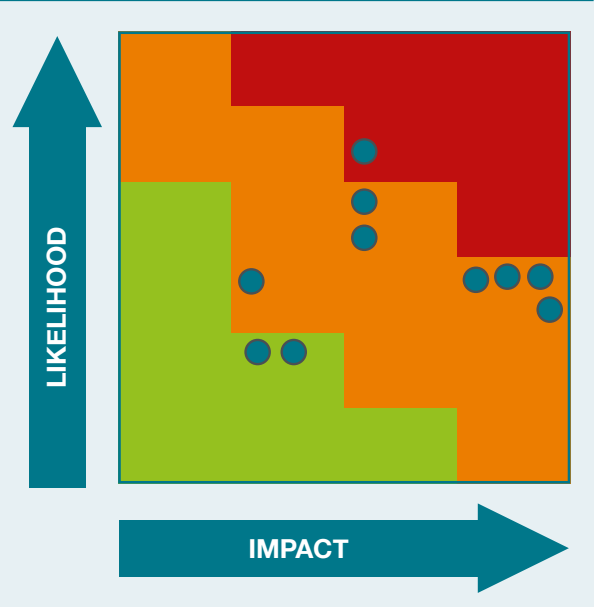
## SHARED RISK PROFILE



## CORPORATE RISK PROFILE



## TRANSFORMATION RISK PROFILE



# SHARED RISKS

↔ Failure to maintain business as usual / appropriate levels of service at the same time as transformation

↔ Failure to deliver financial savings identified in Medium Term Financial Plan

↔ Failure to deliver a major project leading to increased costs, reputational damage to the Council and/or failure to realise savings

↔ Serious harm or death due to a failure on the part of the Council

# SHARED RISKS

**The risks have not changed in status during this reporting period but substantial activity has taken place to mitigate against each risk. The following highlights some of the activity implemented to mitigate the Shared Risks.**

**Failure to maintain business as usual / appropriate levels of service at the same time as transformation** - this risk is classified as amber as opposed to red as only COaCH has identified risks to their current savings targets – this represents just 8% of the current savings profile.

- Staff Appraisal processes used as a mechanism for managing performance and identifying any skills/competency gaps to ensure business as usual can be delivered. Staff Appraisal completion monitored through Balanced Score Card: WCC. 91.54%.
- Streamlining of reporting lines and governance Boards within Children's Services with the creation of an overarching Children's Services Business Board which has oversight of Business As Usual performance and delivery alongside transformation and FutureFit strategies as well as an Improvement Board to oversee the Social Care Improvement Plan and wider corporate transformation investment.
- Sickness absence management action plan agreed for 2015/16 focussing on Adult Social Care in particular
- BEC Technical Project Management Capability and Capacity health check currently underway
- Transformation Fund.

**Failure to deliver financial savings identified in Medium Term Financial Plan** - this risk is reported as Amber although there are 9 individual projects that have financial risks attached to them, but these risks are being managed at Programme level.

- Monthly review of financial savings at Corporate Business Board and reported through dashboard
- Future Fit Programme Plan reviewed at Business, Environment and Community Leadership Team and savings target gap reviewed
- Children's Services produces a weekly update on the cost implications of Looked After Children starters and ceases that week and overall Looked After Children spend / forecast spend to year end and compares this with planned financial implications of starters and leavers and action plan
- Work continuing on Worcestershire Information Network project to assist in delivery of budget holder self-service.

# SHARED RISKS

**Failure to deliver a major project leading to increased costs, reputational damage to the Council and/or failure to realise savings** - this risk is amber as it relates to service projects as opposed to transformational projects e.g. Infrastructure projects.

- Risk registers maintained for all projects and reviewed monthly and project milestones tracked through Directorate programme management and fed into Future Fit Dashboard.
- Highways & Fleet Maintenance Design Contracts monthly progress meetings.
- Further detailed work undertaken on new social work processes, pathways and required infrastructure including staffing.
- Business, Environment and Community Major Projects Programme Board approving and monitoring all schemes plus additional Steering Group / Major Projects Review forum established and operational.

**Serious harm or death due to a failure on the part of the Council**

- Safeguarding Children Peer Review took place in April 2015, which identified a number of areas for improvement as well as some key strengths
- Briefings on Safeguarding under the Care Act delivered to front line staff and managers
- Children's Social Care Workforce Development Plan in place alongside Continued Personal Development online database
- Safeguarding learning and development to be included in all staff appraisals for front line staff and managers within Adult Services and Health.

# CORPORATE RISK PROFILE


 Failure to comply with legislation and statutory duties




Failure to effectively store, manage and process information and maintain the security of the personal data we hold, (or our partner agencies and commissioned providers hold on our behalf) in compliance with the Data Protection Act

 Demographic changes lead to changed demand for Services

 Failure to effectively manage the Council's premises

 Ineffective Emergency Response arrangements

 Ineffective Business Continuity arrangements – Business Continuity arrangements need to keep pace with transformation and assurances in place for the arrangements of commissioned services

### DEMOGRAPHIC CHANGES LEAD TO INCREASED DEMAND FOR SERVICES

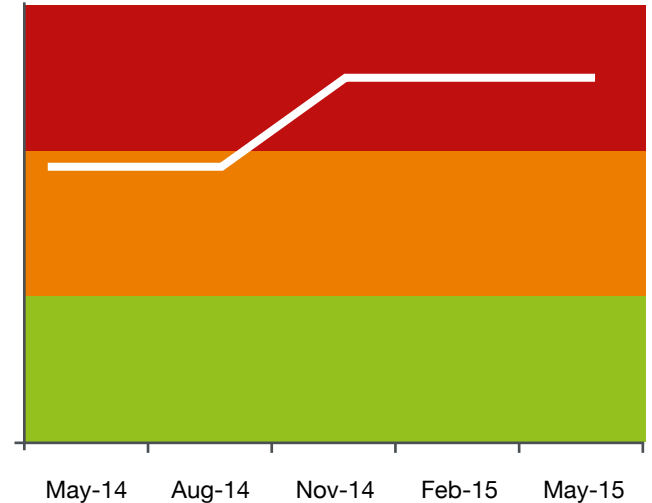
Q4 2014/15

#### WHY IS THE RISK RED?

- There is a need to better understand the future demand for services from a changing demographic profile such as an aging population or changes to the needs of children and families

#### MITIGATING ACTIONS

- Forecasting work to identify and understand future pressures e.g. Joint Strategic Needs Analysis
- Directorate level work to mitigate pressures and look at internal allocation of resources
- Children's Services use Office of National Statistics population forecasts, pupil number forecasts and forecasts of key groups of service users (e.g. Looked After Children) used to predict demand and to design and commission services – a number of ongoing initiatives in relation to Looked After Children
- Council level work on overall allocation of resources e.g. through Corporate Strategy Week
- Budget monitoring processes / savings plans reviews
- Digital Strategy implementation to support demand.



#### WHAT NEXT?

- Development of Corporate Demand Management 2020 Theme
- Research focused on forecasting and demand management to better understand future requirements
- Strategic planning reviews aligned to a robust infrastructure development plan.

# CORPORATE RISK

## RISK REDUCED SINCE LAST REPORT

FAILURE TO EFFECTIVELY STORE, MANAGE AND PROCESS INFORMATION AND MAINTAIN THE SECURITY OF THE PERSONAL DATA WE HOLD, (OR OUR PARTNER AGENCIES AND COMMISSIONED PROVIDERS HOLD ON OUR BEHALF) IN COMPLIANCE WITH THE DATA PROTECTION ACT

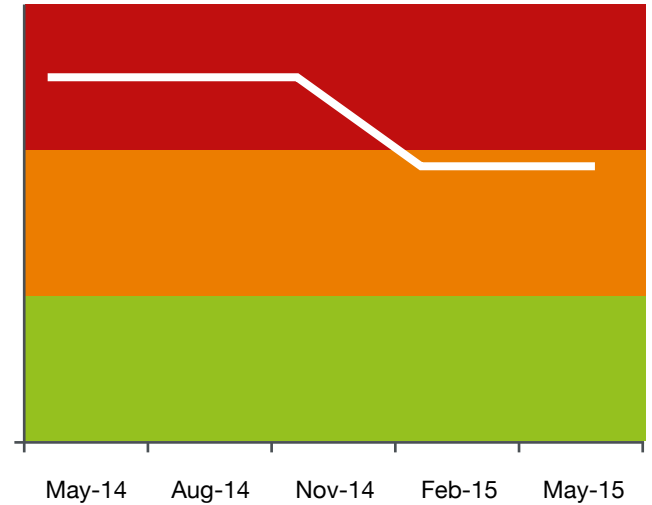
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### WHY IS THE RISK AMBER?

- The risk has reduced from Red to Amber due to the implementation of the recommendations provided by the Information Commissioners Office following their visit in 2014

### MITIGATING ACTIONS











- Corporate Information Governance Board and Group in place to oversee arrangements
- Implementation Plan to address Information Commissioners Office recommendations
- Information Sharing Protocols in place
- Staff training in relation to Data Protection and Freedom of Information
- Roll out of information security sweeps across all directorates
- Data Security incident reporting and escalation process in place across all directorates
- Review of all Information Governance Policies
- Communications Plan to engage with staff
- Information Governance Risk Register introduced



### WHAT NEXT?

- Complete implementation of Information Commissioners Office recommendations
- Continue to communicate with staff on the importance of information security
- Prepare an update report for the Information Commissioners Office return visit in July

# TRANSFORMATION RISK PROFILE

-  Implementing change programmes within timescale and at the desired pace
-  Cost of redundancies (being understood and accounted for in initial business case development)
-  Ineffective or lack of capacity in commissioning, procurement and contract management
-  Pensions impact when commissioning services being understood early in projects and consistently across the organisation
-  Inability of Children's Social Care to deliver savings targets due to pressures on placements and staffing budgets whilst maintaining safeguarding of children and young people
-  The risk of a drop in performance and standards due to the scale of the change of moving from an in-house provider of Learning and Achievement services to commissioning services from the market whilst maintaining service delivery
-  Continued saving reductions from commissioned Early Help provision whilst work still developing may make it unviable and ineffective as a service
-  Inability to extract from current service model for Adult Social Care resulting in cost pressures. In order to make changes required we will need to disinvest in services / structures and processes. This may become challenging from a financial / contractual and operational perspective.
-  Inability to secure cultural change and engagement for the Future Lives programme
-  Inability to re-engineer processes and systems so that they are fit for a lean and transformed council



# TRANSFORMATION RISK

INCREASED TO RED  
SINCE LAST REPORT

INABILITY OF CHILDREN'S SOCIAL CARE TO DELIVER ALL OF THE AGREED SAVINGS TARGETS IN 2016/17-2017/18

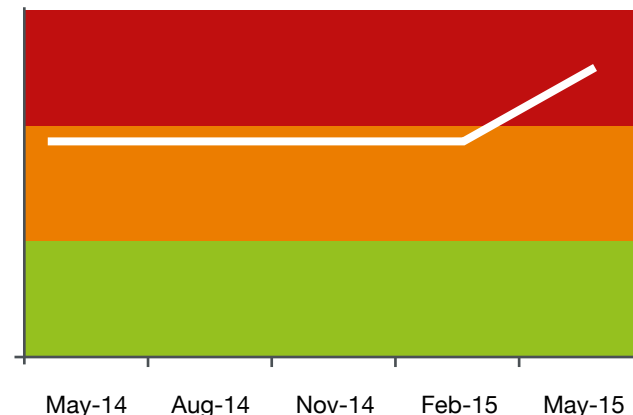
Q4 2014/15

## WHY IS THE RISK RED?

- Continued in-year pressures on placements and staffing budgets whilst maintaining safeguarding of children and young people put the achievement of all savings targets from 2016/17 onwards highly unlikely

## MITIGATING ACTIONS

- Back to Basics Improvement Plan implemented and Improvement Board established to oversee progress.
- Detailed in year financial position, risk assessed and fully costed and reported to Senior Leadership Team and Cabinet Member with Responsibility
- Regular financial information on Action Plan progress alongside net change to financial position produced
- Corporate Transformation Investment support delivered £1034k savings/cost avoidance in first 6 months. So far in 2015/16 £145k has been avoided with a plan to avoid c£1.8m by the year end. KPI's continue to be monitored through monthly Senior manager meetings and Children's Services Business Board
- Recruitment and Retention Strategy, led by Human Resources, in place to reduce agency spend & keep experienced social workers within the Local Authority
- Looked After Children Action Group meeting monthly and Looked After Children Panel meeting weekly to track spend on placements and identify opportunities to improve outcomes for children/young people whilst delivering efficiencies e.g. Emotional Behavioural Difficulties Units. Monthly Children's Services Business Board to track spend and monitor progress
- Children's Services Social Care split into 3 service areas with separate HoS oversight/management



## WHAT NEXT?

- Back to Basics Safeguarding Improvement plan in place focusing on first 5 (of 10) practice standards - once achieved service will focus on 6-10
- Medium term costed plan for Social Care Placements to be reported to Corporate Business Board in July
- Full appraisal of all staffing costs and budgets for social care to be reported in to Corporate Business Board in July
- Consider reducing savings targets with Corporate Business Board to feed into Corporate Strategy Planning
- Children's Services Business Board oversight of Looked After Children Action Plan and Edge of Care prevention progress towards in-year savings targets