

Report

Cabinet



Part 1

Date: 20 December 2019

Subject Quarter 2 Corporate Risk Register Update

Purpose To present an update of the Corporate Risk Register for the end of quarter 2 (30th September 2019).

Author Head of People and Business Change

Ward All

Summary The Council's Risk Management Strategy and Risk Register enables the Council to effectively identify, manage and monitor those risks to ensure that the Council realises its Corporate Plan and ensure service delivery is provided to its communities and citizens.

The Corporate Risk Register has 12 risks, which are considered to have a significant impact on the achievement of the Council's objectives and warrant monitoring by the Council's Senior Leadership Team and Corporate Management Team. At the end of quarter 2, we have identified 9 high level risks (risk scores 15 to 25); 3 medium risks (risk scores 5 to 14).

Proposal Cabinet is asked to consider the contents of the quarter 2 update of the Corporate Risk Register Risk Register.

Action by Senior Leadership Team and Heads of Service

Timetable Immediate

This report was prepared after consultation with:

- Senior Leadership Team (SLT)
- Corporate Management Team

Signed

Background

The Wellbeing of Future Generations (Wales) Act 2015, requires Newport City Council to set Wellbeing Objectives in its Corporate Plan 2017-22. With any Corporate Plan there will be risks that may prevent the Council from achieving its objectives. The Council's Risk Management Strategy and Corporate Risk Register enables the Council to effectively identify, manage and monitor those risks to ensure that the Council realises its Plan and ensure service delivery is provided to its communities and citizens.

1. Summary of risks in this report

At the end of quarter 2 (30th September 2019) there were 12 corporate risks which consisted of 9 High risks (15 to 25); 3 Medium Risks (5 to 14). The quarter 1 reports were presented to Cabinet in September 2019 and Audit Committee in October 2019 respectively. In comparison to quarter 1 there were no new risks, however 2 risks have increased from Medium to High level risks. The risk mitigation actions identified for each risk is imperative for outlining how these risks are managed and enable the Council achieve its objectives. We would like to highlight the following risks for Cabinet's attention:

- Demand for Additional Learning Needs (ALN) and Special Education Needs (SEN) support** – This risk relates to new legislation being introduced and unknowns in relation to its potential impact on Education services and school support in the city. The risk score has increased from 12 to 20 in the last quarter. ALN funding models were reviewed in a local authority and Head teacher working group during quarter 2. It was evident that due to a rise in the general school population there has been an increase in ALN pupils which has put additional pressure on the existing ALN funding. There is an expectation that schools supplement their allocated ALN funding, however, due to the increase of statemented and funded IDP (Individual Development Plan) pupils the per pupil ALN funding does not reflect the amount required. A one year funding model was agreed with further meetings to take place during summer 2020 to develop a long term funding model.
- In year financial management** – This risk's score has increased from 8 to 12. The September monitor shows an on-going worsening position and a forecast overspend of £700k. While the impact of an in-year overspend will have a detrimental effect on the level of reserves, it is not something the Council could not cover in the short-term. The impact however of these overspends continuing in the medium term would be a lot larger on the financial resilience of the organisation and need to be brought under control. The current overspend position is recoverable if appropriate action is taken, however, a risk remains that demand for services and the cost pressures linked to these continue to increase by a greater value than currently projected.

Appendix 2 of this report is the Council's Corporate Risk Register.

Financial Summary

There are no direct costs associated with this report.

Risks

Risk	Impact of Risk if it occurs* (H/M/L)	Probability of risk occurring (H/M/L)	What is the Council doing or what has it done to avoid the risk or reduce its effect	Who is responsible for dealing with the risk?
The Council does not achieve its objectives as corporate level risks are not adequately managed and monitored.	M	L	Risk Management Strategy has been adopted and mechanisms are in place to identify, manage and escalate emerging and new risks / mitigation strategies. Audit Committee oversight of risk management process.	Directors, Heads of Service and Performance Team

* Taking account of proposed mitigation measures

Links to Council Policies and Priorities

Corporate Plan 2017-22

Service Plans 2019/20

Options Available and considered

1. To consider the contents of the Corporate Risk Register and to continue monitoring progress of actions taken to address the risks identified in the report.
2. To request further information or reject the contents of the risk register

Preferred Option and Why

1. To consider the contents of the Corporate Risk Register and monitor the progress of actions taken to address the risks identified in the report. This will give the Cabinet sufficient assurance and oversight of the main overarching risks that the council faces in delivering the objectives of the Corporate Plan.

Comments of Chief Financial Officer

There are no direct financial implications arising from this report. The corporate risk register forms an important part of the governance and budget setting arrangements for the council and the risk register is used to guide the internal audit plan.

Comments of Monitoring Officer

There are no specific legal issues arising from the report. As part of the Council's risk management strategy, the corporate risk register identifies those high-level risks that could impact upon the Council's ability to deliver its corporate plan objectives and essential public services. Although Audit Committee are responsible for reviewing and assessing the Council's risk management, internal control and corporate governance arrangements, the identification of corporate risks within the risk register and monitoring the effectiveness of the mitigation measures are matters for Cabinet.

Comments of Head of People and Business Change

Risk Management in the Council is a key area to implementing Wellbeing of Future Generations Act (Wales) 2015. Effective monitoring and reporting against the Council's Corporate Risk Register is essential in minimising and preventing the likelihood and impact of risks against our objectives. The recent changes made to our risk management processes and system will ensure officers at all levels of the organisation have greater control and oversight of their risks taking the necessary action to mitigate their impact and escalate where necessary to senior management.

Comments of Cabinet Member

The Chair of Cabinet is consulted on the corporate risk register and has agreed that this report goes forward to Cabinet for consideration, including the Audit Committee comments.

Local issues

None.

Scrutiny Committees

Audit Committee have a role in reviewing and assessing the risk management arrangements of the Authority. Audit Committee will be presented with a copy of the Quarter 2 risk update in January 2020 with comments and recommendations presented to Cabinet in the Quarter 3 update in March 2020.

Equalities Impact Assessment

Not applicable.

Children and Families (Wales) Measure

Not applicable.

Wellbeing of Future Generations (Wales) Act 2015

Risk management is a key area to implementing the Wellbeing of Future Generations Act (Wales) 2015. The council must ensure that it considers risks in the short, medium and longer term and that it manages risks in a manner that protects current service delivery and communities as well as considering the longer term impact. It supports the delivery of the wellbeing objectives that are identified in the council's Corporate Plan by considering the risks to delivering these objectives and by defining and monitoring actions to mitigate those risks.

The Corporate Risk Register helps the council to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs by considering the sustainable development principle set out in the Wellbeing of Future Generations (Wales) Act 2015.

Crime and Disorder Act 1998

Not applicable.

Consultation

As above, the Risk Register is also considered by Audit Committee.

Background Papers

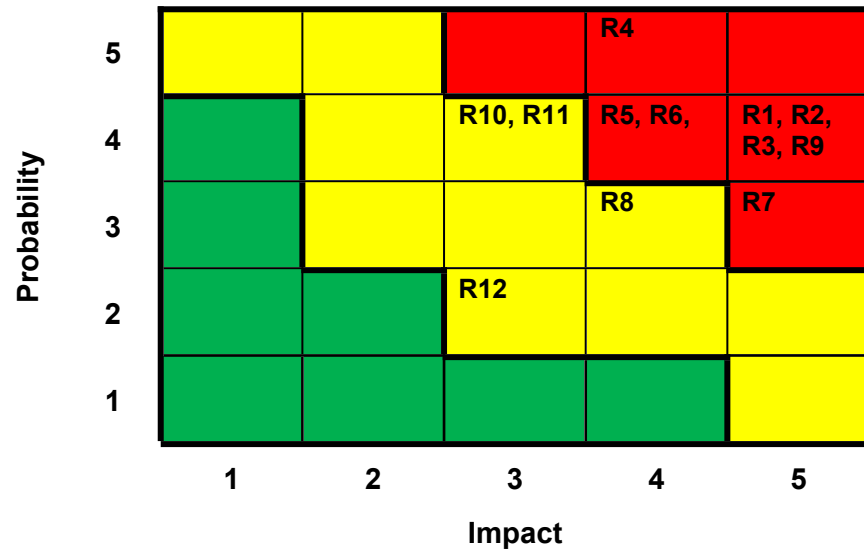
Corporate Risk Register, Cabinet 18th September 2019

Corporate Risk Register, Audit Committee 17th October 2019

Corporate Risk Strategy, June 2018

Dated: November 2019

Appendix 1 - Quarter 2 Corporate Risk Heat Map



Corporate Risk Heat Map Key	
R1 – Balancing the Council’s Medium Term budget	R7 – City centre security and safety
R2 – Stability of social services providers	R8 – Climate change
R3 – Highways network	R9 – Demand for ALN and SEN support
R4 – Schools finance and cost pressures	R10 – Newport Council’s property estate
R5 – Brexit - Decision to leave the European Union	R11 – In year financial management
R6 – Educational out of county placements	R12 - Safeguarding

Risk Score Profile between Quarter 3 2018/19 and Quarter 2 2019/20

Risk Position	Risk No. - Description	Risk Score Quarter 3 2018/19	Risk Score Quarter 4 2018/19	Risk Score Quarter 1 2019/20	(Current) Risk Score Quarter 2 2019/20	Target Risk Score
R1	Balancing the Council's Medium Term budget.	20	20	20	20	10
R2	Stability of Social Services Providers	20	20	20	20	6
R3	Highways Network	20	20	20	20	9
R4	Schools Finance / Cost Pressures	-	-	20	20	20
R5	Brexit - Decision to leave the European Union	16	12	16	16	10
R6	Educational Out of County Placements	-	-	16	16	8
R7	City Centre Security and Safety	15	15	15	15	8
R8	Climate Change	12	12	12	12	10
R9	Demand for ALN and SEN support	-	-	12	20	12
R10	Newport Council's Property Estate	12	12	12	12	9
R11	In year financial management	8	4	8	12	6
R12	Safeguarding	6	6	6	6	4

Glossary

This document provides an explanation of terminology used in this report and supporting documents.

Risk Appetite – the amount of risk that Newport City Council is willing to seek or accept in the pursuit of the Council's long term objectives.

Inherent Risk Score – The level of risk in the absence of any existing controls and management action taken to alter the risk's impact or probability of occurring.

Residual Risk Score – The level of risk where risk responses i.e. existing controls or risk mitigation actions have been taken to manage the risk's impact and probability.

Target Risk Score – The level of risk (risk score) that Newport City Council is willing to accept / tolerate in managing the risk. This is set in line with the Council's overall risk appetite.

Risk Mitigation Action – Actions identified by the Risk Owner to respond to the risk and reduce the impact and probability of the risk of occurring.

Risk Mitigation Action (Red Progress Score) – Significant issue(s) have been identified with the action which could impact on the ability of the action meeting its completion date. Immediate action / response is required resolve its status.

Risk Mitigation Action (Amber Progress Score) – issue(s) have been identified that could have a negative impact on the action achieving its completion date. Appropriate line manager(s) should be informed and where necessary action taken.

Risk Mitigation Action (Green Progress Score) – The action is on course for delivering to the agreed completion date and within the agreed tolerances.

How the Council Assesses Risk

An assessment of the likelihood and impact of risk is important to measure, compare and monitor risks to ensure efficient use of resources and effective decision making. This assessment is carried out using the risk matrix as described below.

Risk Assessment Matrix

A Corporate Risk Register will contain the high level risks for the whole authority. In order to differentiate between these high level risks a 5x5 risk assessment matrix will be applied. The matrix is shown below and further detail is included in appendix 3.

Risks are scored using the scoring system for probability and impact and assigned a rating based on the tolerances set out in the matrix below

Impact Matrix

Rating	Severity of impact	Impact factors (and examples of what they might look like)						
		Strategic	Operational	Financial	Resources	Governance	Health & Safety	Reputational
1	Negligible		Brief disruption that has a minor impact on the delivery of a service. Service disruption less than a 1 day	Unplanned budgetary disturbance <£100k	Loss of asset/money with value >£2k		Reportable (non-serious) accident affecting one employee/member of public/service user	Isolated complaint(s)
2	Low		Brief disruption of a non-critical service(s) Service disruption 0-2 days	Unplanned budgetary disturbance £100-£500k	Loss of asset/money with value £2-10k	Mild WAO criticism in report. Mild criticism from a legal/regulatory authority. Isolated fraud	Reportable (non-serious) accident affecting small number of employees/members of public/service users	Formal complaints from a section of stakeholders or an institution
3	Medium	Noticeable constraint on achievement of a key strategic objective	Loss and/or intermittent disruption of a service between 2-3 days	Unplanned budgetary disturbance £500k-£2M	Loss of asset/money with value £10-50k	Adverse WAO report. Significant criticism from a legal/regulatory authority requiring a change of policy/procedures. Small-scale fraud relating to a number of people or more significant fraud relating to one person	Reportable (non-serious) accident(s) affecting a significant number of employees/members of public/service users or a serious injury to a single employee/member of public/service user	Formal complaints from a wide range of stakeholders (e.g. several institutions), adverse local press, complaint/s upheld by Ombudsman
4	High	Severe constraint on achievement of a key	Loss of an important service(s) for a short period that could impact on stakeholders.	Unplanned budgetary disturbance £2-5M	Loss of asset/money with value £50-100k	Qualified account. Severe criticism from WAO/legal/regulatory authority requiring major overhaul of	Serious injury of several employees/members of public/service users	Significant loss of confidence amongst a key stakeholder group.

Rating	Severity of impact	Impact factors (and examples of what they might look like)						
		Strategic	Operational	Financial	Resources	Governance	Health & Safety	Reputational
		strategic objective	Service disruption 3-5 days			policy/procedures, Significant fraud relating to several employees		Adverse national press
5	Very High	Failure of a key strategic objective	Serious organisational / service failure that has a direct impact on stakeholders inc vulnerable groups. Service disruption 5+ days	Unplanned budgetary disturbance >£5M	Loss of asset/money with value >£100k	Severe service failure resulting in WAG intervention/special measures Widespread significant fraud	Death of employee(s)	Severe loss of confidence amongst several key stakeholder groups. Damning national press

Probability

Score	General Description	Definition
1	Very Low probability	2% chance of occurrence
2	Low probability	5% chance of occurrence
3	Medium probability	10% chance of occurrence
4	High probability	20% chance of occurrence
5	Very high probability	50% chance of occurrence