

Report

Audit Committee

Part 1

Date: 23 June 2016

Subject Corporate Risk Register Update

Purpose To present an updated Corporate Risk Register

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Ward All

Summary This report contains the latest update of the Corporate Risk Register. There are seven risks identified in the register, one high risk and six medium risks. Since the last update six risks remain unchanged and one has increased.

Proposal Note the contents of the Corporate Risk Register.

Action by Chief Executive, Strategic Directors and Heads of Service

Timetable Immediate

This report was prepared after consultation with:

- Cabinet
- Deputy Leader
- Audit Committee
- Corporate Management Team
- Head of Law and Standards
- Head of People and Transformation
- Head of Finance

Background

1. Corporate Assessment

As part of its governance arrangements the Council has a risk management strategy and a corporate risk register is monitored quarterly. Through the Corporate Assessment Review 2014 the WAO noted that *“The Council has improved its approach to and presentation of its corporate risk register. The risk register now includes a before and after mitigation risk score at an assessed date and a breakdown of the probability and impact of that risk. The register includes current actions to address each risk and assigns responsibility to senior officers, cabinet member and scrutiny committee”*.

2. Risk Management Strategy

The Risk Management Strategy was agreed by Cabinet in September 2014. It was updated to reflect a revised approach to risk management and improved processes for identifying and escalating risk. Potential benefits of an improved risk management approach are improved decision making, avoidance of shocks and the ability to mitigate threats and take advantage of opportunities.

The strategy includes six key areas where risks are identified and managed:

- Decision Making Process
- Revenue and Capital Monitoring
- Change and Efficiency Programme
- Service and Improvement Planning
- Horizon Scanning Activities
- Information Risk Management

3. Role of Audit Committee

Since the introduction of the Local Government Measure 2011 the local authority's Audit Committee have a role in reviewing and assessing the risk management, internal control and corporate governance arrangements of the authority. Processes and Strategies about risk management should be reviewed by the Committee however the content of the risk register including setting and changing risks included in the register is *not* the role of the Audit Committee.

4. Risks updated in this report

All risks included in the Corporate Risk Register have been updated for this report.

5. Closed Risks

The table below details the following closed risks from the Corporate Risk Register

Date	Risk	Closure Details
September 2014 - April 2015	<i>Risk Title: Delivering a Balanced Budget Risk Description: That the savings required to deliver a balanced budget in the following year cannot be achieved</i>	In November 2014 this risk was scored as probability 1 and impact 1. This was because a balanced budget was drafted and being progressed through the council's decision making hierarchy. A balanced budget was approved by Cabinet and Council in February 2015 and this risk is now considered to be closed.
September 2014 - June 2015	<i>Risk Title: Total Reward Risk Description: That the complex and contentious tensions inherent to the Single Status pay and grading review delay the project implementation.</i>	The Total Reward project has now been implemented and any remaining issues and risks can now be managed at a service area level
September 2014 - June 2015	<i>Risk Title: Information Governance Risk Description: That the council does not have adequate arrangements in place to protect the data in holds and that this results in significant fines and reputational damage</i>	This risk can now be managed at a service area level.

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?
That the strategy and process are not robust enough to capture all high risks	M	L	Reviewing, testing and embedding processes to ensure that they are fit for purpose	Heads of Service and Performance Team

* Taking account of proposed mitigation measures

Links to Council Policies and Priorities

Robust risk management practices increase the chances that all of the council's priorities and plans will be implemented successfully

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

The Council's corporate governance arrangements are an integral part of the risk management strategy, in ensuring that all decisions are made lawfully and constitutionally and that all risks are identified, assessed and mitigated. The absence of successful call-in and legal challenges demonstrates that these arrangements are robust. However, as part of the review of the Constitution, improvements in the Report templates will be considered to further embed risk management principles within the decision-making processes. The Local Government (Wales) Measure 2011 required the Council to establish a stand-alone Audit Committee with statutory responsibility for reviewing and assessing the risk management, internal control and corporate governance arrangements of the authority. However, the identification of corporate risks, for inclusion within the risk register, is an executive decision for Cabinet.

Staffing Implications: Comments of Head of People and Business Change

There are no direct staffing implications arising from this report.

Risk management is a key element of the Council's improvement programme and the Administration's commitment to ensuring strong corporate governance and robust performance management.

Comments of Cabinet Member

Report author to confirm that the Cabinet Member has approved the report for consideration by cabinet.

Local issues

none

Scrutiny Committees

The Risk register is also considered by Audit Committee. Meetings with the committee have resulted in some changes in format and layout of the register.

Equalities Impact Assessment

Not applicable.

Children and Families (Wales) Measure

Not applicable.

Consultation

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

Background Papers

Corporate Assessment, Cabinet 21st October 2013

Corporate Risk Register, Cabinet 13th January 2014, Audit Committee 30th January 2014.

Draft Corporate Risk Management Strategy, Cabinet, 12th May 2014

Draft Corporate Risk Management Strategy Audit Committee 29th May 2014

Corporate Risk Management Strategy and Register, Cabinet, 8th September 2014

Corporate Risk Management Strategy and Register, Audit Committee, 18th September 2014

Corporate Risk Register, Cabinet, 8th December 2014

Corporate Risk Register, Audit Committee, 22nd January 2015

Corporate Risk Register, Cabinet, 13th April 2015

Corporate Risk Register, Audit Committee, 28th May 2015

Corporate Risk Register, Cabinet 8th June 2015

Corporate Risk Register, Audit Committee, 16th July 2015

Corporate Risk Register, Cabinet, 8th September 2015

Corporate Risk Register, Audit Committee, 24th September 2015

Corporate Risk Register, Cabinet, 18th December 2015

Corporate Risk Register, Audit Committee, 28th January 2016

Corporate Risk Register, Cabinet, 14th March 2016

Corporate Risk Register, Audit Committee, 24th March 2016

Dated: 25th May 2016

Risk Management Roles and Responsibilities

The roles and responsibilities of individuals and groups are set out below:

Role	Responsibility
Cabinet and Cabinet Members	To work with Strategic Directors and Heads of Service to define, assess and manage corporate risks. To work with Heads of Service to manage risks within their service delivery portfolios To consider corporate risks as part of the decision making process
Members	To be aware of the corporate risks and to consider risk management in scrutiny meetings and regulatory committees
Audit Committee	To take an overview of the processes involved in managing risk in the council To receive regular reports on the corporate risk register and risk management processes
Strategic Leadership Team	To work with Cabinet Members and Heads of Service to define, assess and manage corporate risks To monitor risks in the risk register To recommend additions and revisions to the risk register To initiate mitigating action for escalating risks To ensure risks are assessed accurately
Heads of Service	To work with Cabinet Members and Strategic Directors to define, assess and manage corporate risks To work with the Cabinet Member to manage risks To implement mitigating action for escalating risks To recommend mitigating action for corporate risks to the appropriate decision making body To ensure risks are assessed accurately
Senior Information Risk Owner (SIRO)	To leading and foster a culture that values, protects and uses information for the success of the organisation and benefit of its customers To own the organisation's overall information risk policy and risk assessment processes and ensuring they are implemented consistently by Information Asset Owners (IAO's) To advise the Chief Executive or relevant accounting officer on the information risk aspects of the Council's annual governance statement To own the organisation's information incident management framework
Report Authors / Project Managers / Officers	To be aware of corporate risks and the service area risks the impact on their areas of work To consider the risk register when preparing project documentation and recommending action through decision making processes To recommend mitigating action for escalating risks To implement mitigating action for risks arising through the course of normal service delivery To ensure risks are assessed accurately

Assessing 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 one.

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

Risk Scoring

Probability description	Score
Very Low probability	1
Low probability	2
Medium probability	3
High probability	4
Very high probability	5
Impact description	Score
Negligible	1
Low	2
Medium	3
High	4
Very High	5

Risk Matrix

Probability	5	5	10	15	20	25
	4	4	8	12	16	20
	3	3	6	9	12	15
	2	2	4	6	8	10
	1	1	2	3	4	5
		1	2	3	4	5
		Impact				

Impact Matrix

RATING	SEVERITY OF IMPACT	GENERAL DESCRIPTION	IMPACT FACTORS						
			Strategic	Operational	Financial Management	Resources	Governance	Health & Safety	Reputation
1	Negligible	Low impact. Localised effect		Minor disturbance of non-key area of operations	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	Low impact for organisation as a whole. Medium localised impact		Minor disruption of a key area of operations or more significant disruption to a non-key area of operations	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	Medium impact for organisation as a whole	Noticeable constraint on achievement of a key strategic objective	Major disruption of a service area for a short period or more minor disruption of a service area for a prolonged period	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 (eg several institutions), adverse local press, complaint/s upheld by Ombudsman
4	High	High impact for organisation as a whole	Severe constraint on achievement of a key strategic objective	Major disruption of a service area for a prolonged period or major disruption of several service areas for a shorter period	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 policy/procedures, Significant fraud relating to several employees	Serious injury of several employees/members of public/service users	Significant loss of confidence amongst a key stakeholder group. Adverse national press
5	Very High	Catastrophic	Failure of a key strategic objective	Major disruption of several key areas of operations for a prolonged period	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

RISK 1: Legislative Requirements

That new legislative requirements potentially place significant duties on the Authority that it cannot fulfil (resulting in adverse judgements from regulators, significant fines and potential court proceedings and/or existing services are compromised)

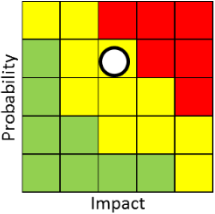

Present Matrix	Assessment Date	Present Risk Score	Present Score Breakdown		Direction of Risk	Review Date
			Probability	Impact		
	May 2016	16	4	4	Unchanged	September 2016
	February 2016	16	High probability	High Governance impact	<i>There is continued pressure on the council to implement the new duties detailed by new legislation. Whilst significant work is underway, there remain major risk factors.</i>	
	December 2015	16				
	August 2015	16				

Current Action Status / Control Strategy	Social Services Act	<p>Specific details and guidance for the Act now produced. Work across region to develop solutions to the challenges and locally we have a project team working on implementation of all regulations</p> <p>Work is being undertaken on eligibility criteria regionally</p> <p>Staff are being regularly informed of progress – training of managers and front line staff underway</p> <p>Big emphasis on prevention and early intervention – reshaping front door services in Adult Social Care – close working with Health Board – redistributed teams to be coterminous with Health Board Neighbourhood Care Networks</p> <p>Possible funding and support available for Welsh authorities for Social Services Act and Future Generations Act</p>
	Welsh Language Act	<p>Strategic equalities group now overseeing implementation</p> <p>Project plan agreed and in place and being monitored. This has shown significant progress over the 12 month period. There is also a translator employed and based with Caerphilly CBC to enable both authorities to work in partnership and £280k budget allocated to 2016/17 budget, plus an additional budget to support project management being sought.</p> <p>Extended provision of Welsh language courses provided by Caerphilly CBC</p> <p>Options for developing a shared service with a number of LA to improve resilience</p> <p>Early engagement with Welsh Language groups in the area, providing support and expertise for the development of the Welsh Language Standards action plan (in development)</p> <p>Welsh Language included in Service Plans</p> <p>Increasing awareness of the Welsh Language Standards across the authority. Leaflets, posters, desk prompts and video available</p>
	Future Generations Act	<p>Cabinet report in September to become an early adopter of Future Generations Act</p> <p>Public Services Board development group has developed a Terms of Reference and this was agreed at the first meeting of the PSB in May 2016.</p> <p>Project Plan in place for the Wellbeing Assessment and this is being taken forward in conjunction with the assessment required for the Social Services and Wellbeing Act.</p> <p>Work being undertaken on a Gwent basis to inform the Wellbeing Assessment - £45k secured from Welsh Government to support this work.</p>

		Sessions with Service Areas, CMT and SMF have taken place to raise awareness. Currently developing an impact assessment template that incorporates the sustainability principles
Responsible Officer: Chief Executive		
Responsible Cabinet Member(s): Leader of the Council, Deputy Leader, Cabinet Member for Adult Social Services and Housing, Cabinet Member for Education and Young People,		
Scrutiny Committee(s): (1) Community Planning and Development and (2) Learning, Caring and Leisure		

RISK 2: Increasing Ageing Population

That an increasing percentage of the population are over 65 are this puts an increasing strain on demand led services, particularly those that are statutory in nature and significant budgetary overspends

Present Matrix	Assessment Date	Present Risk Score	Present Score Breakdown		Direction of Risk	Review Date
			Probability	Impact		
	May 2016	12	4	3	Unchanged  <i>Demographic Pressures indicate a 14% rise in the number of adults over 70yrs of age by 2020. There are also increasing numbers of older people with complex health conditions and national research indicates that local authority adult services budgets need a % year on year real terms increase in budgets to manage this challenge. The economic climate makes this rate of budget increase extremely unlikely, thereby indicating increasing unmet need..</i>	September 2016
	February 2016	12	High probability	Medium Financial Management Impact		
	December 2015	12				
	August 2015	12				
	May 2015	12				
	March 2015	12				
	August 2014	8				

Current Action Status / Control Strategy	<ul style="list-style-type: none"> • Focussing on preventative measures and developing resources for prevention and early intervention with colleague agencies to reduce pressure on more acute statutory services – community and carers connectors • Recommissioning voluntary sector services to align to principles of the Social Services and Wellbeing Act 2014. • Transforming existing services to provide an optimal care pathway for older people focussing on independence and re-ablement • Pioneering and, 'In-Reach multi-agency team to visit wards in Royal Gwent on a daily basis to streamline decision making on discharge from hospital • Implementing transformation through project management approach with strong management and performance monitoring • Development of a long term dialogue with communities aiming to strengthen community resilience and capability • Development of a whole council approach to building community resilience
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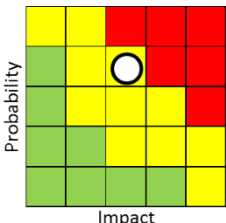

Responsible Officer: Strategic Director People

Responsible Cabinet Member: Cabinet Member for Adult Social Services and Housing

Scrutiny Committee: Community Planning and Development

RISK 3: Capacity and capability to meet the councils objectives

That there are not skills and or capacity within the workforce to deliver both operational services and also the pace of change needed to modernise services and balance the budget.

Present Matrix	Assessment Date	Present Risk Score	Present Score Breakdown		Direction of Risk	Review Date
			Probability	Impact		
	May 2016	12	4	3	Unchanged  Work continues in this area	September 2016
	February 2016	12	High Probability	Medium Operational Impact		
	December 2015	12				
	August 2015	12				

Current Action Status / Control Strategy	<ul style="list-style-type: none"> • The 2015/16 Workforce Plan was designed and published. Work is on-going for the 2016/17 Workforce Plan and looking to publish July 2016 • Investment in Project Management and business change resources • Coaching, shadowing and mentoring opportunities delivered as part of the change programme • More effective use of central support resource • Training Master classes developed and number of managers attending measured green for 2015 with over 80% attending training to upskill • Use of external resource / experts • Performance management process is currently being reviewed with a key objective for 2016/17 to be the roll out of a revised scheme • OD strategy devised to enable the organisation to achieve faster cultural change and improved performance – due to be signed off July 2016 for implementation on new OD practices • People service plan to heavily focus on workforce planning and OD for next 12 months
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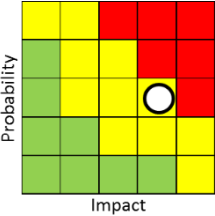

Responsible Officer: Chief Executive

Responsible Cabinet Member: Cabinet Member for Finance and Resources

Scrutiny Committee: Community Planning and Development

RISK 4: Budget Challenge

That the continuing need for significant annual savings is increasingly difficult to achieve and that could compromise organisational capacity and service delivery including statutory services

Present Matrix	Assessment Date	Present Risk Score	Present Score Breakdown		Direction of Risk	Review Date
			Probability	Impact		
	May 2016	12	3	4	Unchanged 	September 2016
	February 2016	12	Medium probability	High Financial Management impact	<i>Whilst assumptions on WG revenue grant support has improved and therefore reduced medium term budget gap over medium term, the planning parameters still assume an annual cash reduction in grant and therefore savings required which are increasingly difficult to achieve, without cuts to service provision. Impact on organisational capacity and delivery of services therefore still significant</i>	
	December 2015	12				
	August 2015	16				

Current Action Status / Control Strategy	<ul style="list-style-type: none"> • Business planning process identifies impact of all savings including impact on statutory services • Agreed financial strategy • Robust and early work on the financial strategy and budget • Medium term outlook within the financial strategy • Aligning with the 2020 strategy and plans for service areas • Business cases 2016/17 and 2017/18 developed and reviewed • MTFP still required balancing over the medium term
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Responsible Officer: Chief Executive

Responsible Cabinet Member: Leader of the Council, Cabinet Member for Finance and Resources

Scrutiny Committee: Community Planning and Development

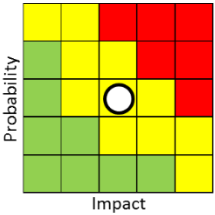

RISK 5: Safeguarding

That the arrangements and the implementation of policies and procedures by the council (and its partners) are not adequate to protect vulnerable adults and children who may be at risk of significant harm

Present Matrix	Assessment Date	Present Risk Score	Present Score Breakdown		Direction of Risk	Review Date
			Probability	Impact		
	February 2016	8	2	4	Unchanged	September 2016
	August 2015	8	Low Probability	High Governance Impact	<i>The level of risk is manageable because this is an area of absolute priority for the local authority. We have created new safeguarding manager roles across the council and we have strong links with national and regional safeguarding boards</i>	
	March 2015	8				
	August 2014	8				
Current Action Status / Control Strategy	<ul style="list-style-type: none"> • Safeguarding Action Plan agreed and implementation underway • Continuous review of policies and procedures • Partnership working • Raising awareness of policies and procedures with staff • Service Manager for Safeguarding is in place • New Safeguarding role in Education 					
Responsible Officer: Strategic Director - People						
Responsible Cabinet Member: Cabinet Member for Adult Social Services and Housing, Cabinet Member for Education and Young People						
Scrutiny Committee: Learning, Caring and Leisure						

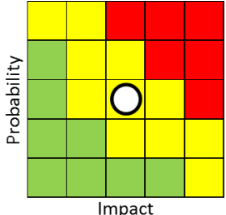

RISK 6: Investment in Friars Walk Development

That the development does not realise its target value and the developer is unable to sell or re-finance the scheme to repay the loan

Present Matrix	Assessment Date	Present Risk Score	Present Score Breakdown		Direction of Risk	Review Date
			Probability	Impact		
	May 2016	9	3	3	Increased 	September 2016
	February 2016	2	Medium Probability	Medium Strategic Impact	<p><i>The Developer is currently progressing the sale of the Scheme and is in discussions with a potential buyer and a potential re-investor. Scheme is c85% let by income and developers working to increase that over the next 12 months. At this level of letting, the scheme has secured a sufficient rental income to generate a sale or reinvestment value which should be enough to repay the Council loan, with interest. This significantly reduces any impact, though it can never be zero risk, until such time as a buyer/investor is confirmed and the loan is repaid. Deadline for repayment of the Council loan is Nov 16, though if current sale does not conclude, it may not be possible to bring forward another buyer to meet that deadline, at this point</i></p>	
	December 2015	2				
	August 2015	4				
	May 2015	6				
	March 2015	8				
	November 2014	12				
	August 2014	12				
Current Action Status / Control Strategy	<ul style="list-style-type: none"> • Financial Appraisals independently verified by Deloitte • Financial modelling undertaken based on different yields, voids rates and rental levels • Retail and Leisure anchor stores secured (Debenhams and Cineworld) and other major store units now leased. • Robust and tested Funding Agreement, Development Agreement and Lease • Safeguards built in to mitigate financial risks • Council able to exercise step-in rights • Monthly meetings with Developers to monitor progress • (See Council Report 26th November 2013) 					
Responsible Officer: Strategic Director – Place						
Responsible Cabinet Member: Cabinet Member for Regeneration and Investment						
Scrutiny Committee: Streetscene, Regeneration and Safety						

RISK 7: City Deal

That the SE Wales region, which includes Newport CC, cannot conclude a city deal within the timescales and as a result misses the opportunity to secure investment to improve economic outcomes for the communities of the city

Present Matrix	Assessment Date	Present Risk Score	Present Score Breakdown		Direction of Risk	Review Date
			Probability	Impact		
	May 2016	9	3	3	Unchanged 	September 2016
	February 2016	9	Medium Probability	Medium Strategic Impact	The initial stage of the city deal process has been completed.	
	December 2015	9				
	August 2015	9				

Current Action Status / Control Strategy	<ul style="list-style-type: none"> The Heads of Terms document for the Cardiff Capital Region City Deal was signed on 15th March 2016. This is an agreement between the 10 local authorities of the SE Wales region, Welsh Govt and UK Govt. This is the first critical milestone for the completion of the city deal. The next stage is to conclude the detailed negotiations to enable the council to consider a further report by the end of 2016. This will be point at which the council will have to decide whether to formally commit to the city deal process, including ongoing financial commitments. Formal governance structures are now being put in place, including the establishment of a Shadow Joint Cabinet of all Leaders to exercise appropriate oversight of the city deal process.
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Responsible Officer: Chief Executive,

Responsible Cabinet Member: Leader of the Council

Scrutiny Committee: Community Planning and Development