



Rutland County Council

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Ladies and Gentlemen,

A meeting of the **AUDIT AND RISK COMMITTEE** will be held in the Council Chamber, Catmose, Oakham, Rutland, LE15 6HP on **Tuesday, 22nd September, 2015** commencing at 7.00 pm when it is hoped you will be able to attend.

SUPPLEMENTARY AMENDED APPENDIX A

4) STRATEGIC RISK REGISTER

To receive Report No. 176/2015 from the Director of Resources.
(Pages 3 - 20)

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SECTION ONE

Strategic Risk Register – All Scrutiny Panels

	Risk Ref	Impact	Likelihood	Risk Owner	Risk Manager
GREEN	C1	Marginal	Low	Debbie Mogg	Carol Snell
<p>Risk Name: Organisational Development: Recruitment and Retention. Amended September 2015.</p> <p>Risk Description: Failure to maintain and develop appropriate policies and procedures for the effective recruitment, retention and management of employees.</p> <p>Risk Controls:</p> <ul style="list-style-type: none"> • Corporate induction programme (recently updated). • Core Values and Leadership Behaviours Framework now in place. • A Performance Development Framework is in place and has been streamlined to take account of feedback. • Weekly One Council Briefing issued to communicate key issues to all staff. • Recruitment page on the website has been improved • Corporate training plan driven by the needs identified through the Performance Development Review process and corporate needs identified by SMT. • Staff survey undertaken to establish the views of staff, action plans developed. <p>Actions:</p> <ul style="list-style-type: none"> • All policies/procedures are being reviewed on a cyclical basis. Council recently approved 12 updated policies. • Options are being considered to provide a wider range of benefits to staff around Health and Wellbeing. • Senior pay review underway to job evaluate all senior roles and review the pay policy 					

	Risk Ref	Impact	Likelihood	Risk Owner	Risk Manager
AMBER	C2	Critical	Significant	Saverio Della Rocca	Saverio Della Rocca
<p>Risk Name: Financial Position. Updated May 2015</p> <p>Risk Description: Failure to keep the Medium Term Financial Plan (MTFP) in balance.</p> <p>Risk Controls:</p> <ul style="list-style-type: none"> • 5 year MTFP updated and reported to Council after Local Government Settlement announced (January 2015) All key risks and assumptions underpinning the MTFP documented in budget paper and kept up-to-date quarterly • Emerging pressures e.g. National Living Wage, costs of implementing the Care Act being monitored using national models and local tools. • Robust financial monitoring undertaken in year in respect of performance against budget, arrears monitoring, achievement of New Homes Bonus targets and Business rate income • Advice sought from external bodies to test some of the underlying MTFP assumptions. • All officers charged with considering potential for savings/income generation in their areas. • New Financial Procedures put in place to tighten budgetary control. <p>Actions:</p> <ul style="list-style-type: none"> • Close monitoring of People First savings achieved. Target for 15/16 is £300k. Quarterly reports to include an assessment of progress. • Identification of savings projects and targets for life of MTFP 					

	Risk Ref	Impact	Likelihood	Risk Owner	Risk Manager
GREEN	C3	Marginal	Low	Helen Briggs	Mat Waik
<p>Risk Name: Media Influence. Updated September 2015.</p> <p>Risk Description: Failure to manage the process of information/news release, resulting in adverse publicity within the local and national press.</p> <p>Risk Controls:</p> <ul style="list-style-type: none"> • Communications Officer is first point of contact; he has built up a good relationship with the press. • Communications Strategy includes a policy on dealing with enquiries from the press. • Communication is a standing item on the SMT agenda. Pro-active communication is discussed where relevant. • Use of press releases to put information across in the format we want. • CEO PA now acts as cover for Communications Officer in periods of absence and we have an arrangement in place to support longer periods of absence • Prior to leave, meetings planned to address absence. • Access to specialist advice as and when needed for particularly difficult or high profile issues <p>Actions:</p> <ul style="list-style-type: none"> • Communications Strategy under review • Joining LGA Media Group with access to training and support. 					

	Risk Ref	Impact	Likelihood	Risk Owner	Risk Manager
AMBER	C4	Critical	Significant	Helen Briggs	Dave Brown

Risk Name: Significant business interruption. Updated May 2015.

Risk Description: Failure to deliver key services should a significant business interruption occur in the form of:

- loss of key staff (skills/knowledge);
- loss of telephone system;
- loss of buildings;
- loss of ICT; and
- loss of utilities.

Risk Controls:

- A Business Impact Assessment (BIA) has been carried out to determine which services are critical, how quickly they must be restored and the minimum resources required.
- An Major Incident Plan has been prepared which defines a structure to:
 - Confirm the nature and extent of any incident;
 - Take control of the situation;
 - Contain the incident; and
 - Communicate with stakeholders.
- Specific recovery plans are in place for the 5 key threats (listed above in Risk Description).
- An exercise was carried out on 9th October 2014 with senior managers across the authority to test the recovery plans.
- Officers have reviewed and revise the recovery plans following the exercise.
- SMT approved a revised BIA and recovery plans in June 2015.
- Business continuity documents have been uploaded to a secure website (Resilience Direct) to ensure they can be accessed from any site in the event of an incident.

Actions:

- An exercise is planned to test of the Major Incident Plan in autumn 2015.
- Recovery plans will be reviewed in March 2016.

	Risk Ref	Impact	Likelihood	Risk Owner	Risk Manager
AMBER	C5	Critical	Low	SMT	Debbie Mogg/Karen Kibblewhite

Risk Name: Contracted services. Updated May 2015

Risk Description: Inadequate arrangements in respect of contracts and procurement; Challenge to procurement process and/or key contracts beyond expiry dates, failure to properly manage contracts resulting in risk to the delivery of key services

Risk Controls:

- Monitoring of the Contracts Register and escalation to DMTs as appropriate.
- Review of Procurement processes and checks put in place by new Team Manager.
- Liaison with contractors to monitor performance and overall financial stability.
- Overview of their performance.
- Annual company check undertaken.
- Periodic checks undertaken if there are warning signals

Actions:

- The Contracts Team Manager is undertaking a review of all processes and forms relating to Procurement to ensure that they meet Contract Procedure Rules and the Procurement Regulations. Work will be shared corporately once complete to provide consistency across Directorates.
- The Finance/Contracts team is kicking off a corporate review (involving all directorates) to revisit the Council's approach to financial assessments pre and post procurement of supplies and services. This review will seek to identify key risks, clarify how existing arrangements works to manage these risks and make recommendations for improvement. The review will also consider our duties under the Care Act.

	Risk Ref	Impact	Likelihood	Risk Owner	Risk Manager
GREEN	C6	Marginal	Low	Helen Briggs	Paul Phillipson
<p>Risk Name: Corporate Capital Strategy. Updated September 2015.</p> <p>Risk Description: Failure to plan and deliver capital projects within time-limited availability of the funding.</p> <p>Risk Controls:</p> <ul style="list-style-type: none"> • Project Management and governance arrangements in place for each approved project. • Capital Allocations Project Board (Education) established to manage schools capital for work and pupil places. • Detailed capital programme financial recording and reporting to include forecasting anticipated receipts (inc. S106), grants and approved project. <p>Actions:</p> <ul style="list-style-type: none"> • CIL Infrastructure Projects List agreed, formed part of initial consultation on CIL. Implementation of CIL in line with consultation responses. • Prioritisation process for all projects pursuant to corporate strategic aims and objectives to be developed. • A robust open and transparent process is being developed for CIL and S106 expenditure. 					

	Risk Ref	Impact	Likelihood	Risk Owner	Risk Manager
AMBER	C7	Critical	Significant	S Della Rocca	Andrea Grinney
<p>Risk Name: Welfare Reform. Updated May 2015.</p> <p>Risk Description: Failure to be prepared for the welfare reform changes.</p> <p>Risk Controls:</p> <ul style="list-style-type: none"> • New local Council Tax scheme now in place, has been reviewed (no changes were proposed for 2015/16). • Discretionary Hardship Fund is working well and some minor changes were made for 2015/16 • Pro-active work undertaken with affected groups. • Crisis loans/grants being provided to those in need. • Tracking developments in respect of Universal Credit. <p>Actions:</p> <ul style="list-style-type: none"> • Liaising with DWP over the role of the Local Authority in Universal Credit. Latest information from the DWP advises this will now be implemented in November 2015 in Rutland. • Full review of Local Council Tax Support and Discretionary Fund scheduled for 2016/17 once Universal Credit has been implemented locally 					

	Risk Ref	Impact	Likelihood	Risk Owner	Risk Manager
AMBER	C8	Critical	Low	Debbie Mogg	Carol Snell
<p>Risk Name: Leadership and Management. Added September 2015.</p> <p>Risk Description: Inadequate leadership and management in place to ensure that staff adhere to internal control measures such as policies and procedures and operate outside of delegated permissions.</p> <p>Risk Controls:</p> <ul style="list-style-type: none"> • Recruitment procedures include verification of professional qualifications and experience is evidenced through references • Supervision/regular 1-1 meetings and annual performance development review • Briefings to senior managers on key issues such as changes in procurement regulations • Internal audit plan developed in consultation with SMT to ensure areas of risk are covered <p>Actions:</p> <ul style="list-style-type: none"> • Review of job description and role profile when a job becomes vacant to ensure it remains fit for purpose • Regular review of membership of professional institutes to ensure compliance with CPD requirements 					

SECTION TWO

Strategic Risk Register – People Directorate (Children’s) Scrutiny Panel

	Risk Ref	Impact	Likelihood	Risk Owner	Risk Manager
AMBER	PC1	Marginal	Significant	Tim O’Neill	Mark Andrews

Risk Name: Recruitment and retention of staff

Risk Description: Failure to recruit and retain sufficient skilled staff to ensure safe and effective service delivery

Risk Controls:

- Vacant posts are subject to review and authorisation to recruit by Senior Management;
- Short listing and interview decisions were well documented within recruitment files.
- A detailed process is in place for all staff that leave EHL including the option of exit interviews to determine reasons for leaving
- Corporate induction programme
- Core Values and Leadership Behaviours Framework
- Appraisal system has been overhauled
- Weekly One Council Briefing issued to communicate key issues to all staff

Actions:

- Improved Progression routes for staff built into structure review
- Commission large scale innovative recruitment campaign

	Risk Ref	Impact	Likelihood	Risk Owner	Risk Manager
AMBER	PC2	Critical	Significant	Mark Andrews	Dee Rajput
<p>Risk Name: Implementation of Liquidlogic. Added September 2015.</p> <p>Risk Description: Risk of proposed case management system being implementing late</p> <p>Risk Controls:</p> <ul style="list-style-type: none"> • Project Initiation Document written and approved by senior management • Identified and agreed project objectives and deliverables • Stringent governance structure in place with programme and project boards • Documented decision making process, involving challenge and approval • Project controls in place to deliver as required <p>Actions:</p> <ul style="list-style-type: none"> • Appointment of a dedicated project manager to deliver the programme • Business led change as opposed to systems led • Service involved across the whole process to aid buy-in • Decision making in both directions from programme board to project board and vice versa 					

	Risk Ref	Impact	Likelihood	Risk Owner	Risk Manager
AMBER	PC3	Critical	Low	Tim O'Neill	Steve Tanner
<p>Risk Name: Safeguarding – updated August 2015</p> <p>Risk Description: Failure to Safeguard (Children).</p> <p>Risk Controls:</p> <ul style="list-style-type: none"> • Processes and procedures in place to protect the most vulnerable. • Scrutiny and overview from the Safeguarding Boards. • Monthly performance and financial monitoring by senior officers and update reports to Cabinet. • High quality, timely information contained within case files. • High quality, timely management oversight. • Revised supervision process to ensure early information. • Ensuring we have sufficient competent staff to safeguard children and there is no unallocated work. • Case auditing to identify any shortfalls in practice and to identify where further action is required to keep children safe. • Development of clear practice standards so staff know what is expected of them. • Case tracker to ensure visits are being undertaken. • Management oversight recorded on file <p>Actions:</p> <ul style="list-style-type: none"> • Inspection readiness programme. • Register of associate staff established to develop sustainable staffing in social care. • Strict application of the panel process. 					

	Risk Ref	Impact	Likelihood	Risk Owner	Risk Manager
AMBER	PC4	Marginal	Significant	Tim O'Neill	Mark Fowler
<p>Risk Name: School Improvement – updated August 2015</p> <p>Risk Description: More schools fall into the Requires Improvement or Special Measures category following an Ofsted inspection.</p> <p>Risk Controls:</p> <ul style="list-style-type: none"> • Monitoring by officers. • Wider development of school collaboration. <p>Actions:</p> <ul style="list-style-type: none"> • Implementation of learning and skill strategy, particularly in relation to categorisation and monitoring of school outcomes. . • Education Performance Board to review schools. • Increased scrutiny and intervention in schools causing concern. • Regular liaison with Ofsted. • Targeted commissioning of school improvement. 					

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	Risk Ref	Impact	Likelihood	Risk Owner	Risk Manager
GREEN	PC5	Critical	Very Low	Tim O'Neill	Mark Fowler
<p>Risk Name: Pupil Place Planning – updated August 2015</p> <p>Risk Description: Inability of the Local Authority to meet its statutory duty to provide an appropriate number of school places.</p> <p>Risk Controls:</p> <ul style="list-style-type: none"> • Strategic planning of school and learner places across Peoples and Places Directorates, from early years through to post-16. • Communication with military establishments regarding military personnel movements (including specific planning within LA Learning and Skills strategy). <p>Actions:</p> <ul style="list-style-type: none"> • Reviewed regularly. 					

SECTION THREE

Strategic Risk Register – People Directorate (Adult’s) Scrutiny Panel

	Risk Ref	Impact	Likelihood	Risk Owner	Risk Manager
GREEN	PA1	Marginal	Low	Mark Andrews	John Morley

Risk Name: Safeguarding – updated August 2015.

Risk Description: Failure to Safeguard (Adults).

Risk Controls:

- Single point of access developed with unskilled staff screening alerts.
- New adults Prevention and safeguarding team incorporating multi professional disciplines.
- Established pathway from alert through triage to investigation and tracking.
- DASM (Designated Adult Safeguarding Manager) in post as required by Care Act.
- Profile raised by greater multi agency participation.
- Positive peer review outcome early 2015 – action plans completed.
- Greater awareness promoted through council and community in both recognition and adherence to the pathway.
- Processes and procedures in place to protect the most vulnerable.
- Scrutiny and overview from the Safeguarding Boards.
- Monthly performance and financial monitoring by senior officers and update reports to Cabinet.

Actions:

- Continue to upskill staff skills in safeguarding triage, investigation and MCA application.
- Continue to promote awareness throughout the council and community that it is “everybody’s business”
- Need to embed Making Safeguarding Personal and build on Care Act principles.
- Need to actively support provider training.

	Risk Ref	Impact	Likelihood	Risk Owner	Risk Manager
AMBER	PA2	Critical	Significant	Mark Andrews	Karen Kibblewhite
<p>Risk Name: Residential Care Home fees. – Updated August 2015</p> <p>Risk Description: Failure to negotiate fee levels with external providers, which could have legal implications for the Local Authority (e.g. could lead to Judicial Review).</p> <p>Risk Controls:</p> <ul style="list-style-type: none"> • To ensure annual review of fee levels • To consult properly with providers when making its decision on setting care home fees • A clear contractual provision for undertaking a Price review, linked to a stated industry based indices i.e. CPIY and dispute resolution clause <p>Actions:</p> <ul style="list-style-type: none"> • To have due regard to the actual costs of care when setting the fees rates • To assess the risk of its decision on fees to care homes and residents (in particular the risk of reducing the quality of care contrary to residents' human rights) • To consult with providers about its fees decision process • To fulfil the contractual obligations with regard to their potential annual uplift 					

	Risk Ref	Impact	Likelihood	Risk Owner	Risk Manager
AMBER	PA3	Critical	Low	Mark Andrews	Sandra Taylor
<p>Risk Name: Integration of Health and Social Care – Updated August 2015</p> <p>Risk Description: The ambition and detail in the Better Care Fund plan for improved working between Health and Social Care is not achieved within agreed timescales, resulting in funding penalties due to lack of impact in programme metrics.</p> <p>Risk Controls:</p> <ul style="list-style-type: none"> • Additional capacity to be identified to lead the work for Rutland and liaise with the East Leics and Rutland CCG. • Programme Board being created to have oversight of the plan. • Section 75 Legal agreement signed with CCG. • Each BCF scheme has a Business Case signed off by Integration Executive. • Each Scheme has target metrics to assess effectiveness. • Formal monitoring of BCF to be undertaken quarterly to Health and Wellbeing Board. 					

Partnership Board in place to oversee delivery.

- Regular reports on progress to the Health and Wellbeing Board

Actions:

- Review scheme progress
- Review reporting and monitoring process to ensure they are still fit for purpose

SECTION FOUR

Strategic Risk Register – Places Directorate Scrutiny Panel

	Risk Ref	Impact	Likelihood	Risk Owner	Risk Manager
GREEN	P1	Marginal	Low	Helen Briggs	Paul Phillipson

Risk Name: Local Plan (LP). Updated September 2015.

Risk Description: Delays in completion and adoption of key documents and a legal challenge from a developer to the Uppingham Neighbourhood Plan and the Site Allocations and Policies Development Plan Document (DPD)

Risk Controls:

- Annual Monitoring reports on progress of LP with housing trajectories and completions data (inc. quarterly data for New Homes Bonus forecasting).
- Officer and Members Working Group on-going to facilitate decision making.
- Realistic targets and milestones regularly reviewed
- Monitor changing national planning policy.
- Manage overall programme slippage resulting from additional work (Article 4 Directions, Neighbourhood Plans, SPDs).
- Core strategy adopted July 2011 and Site Allocations and Policies DPD adopted November 2014.
- Implications of National Policy Framework embedded.
- Liaise with Parishes on Neighbourhood plans to align with Core Strategy DPD

Actions:

- Evidence based report updates as part of Local Plan review. Retail, housing and employment land availability assessments.
- Additional Resourcing in place to progress extended workloads (NPs, CIL).
- Programme and resources review to balance objectives of time vs. cost.
- Liaison with Peterborough City Council (legal) to obtain legal advice, as appropriate.

	Risk Ref	Impact	Likelihood	Risk Owner	Risk Manager
AMBER	P2	Marginal	Significant	Helen Briggs	Paul Phillipson
<p>Risk Name: Community Infrastructure Levy (CIL) and Section 106 Agreements. Updated September 2015.</p> <p>Risk Description: Delays in completion and adoption of CIL and the scaling back of s106s agreements sought on individual applications after March 2015.</p> <p>Risk Controls:</p> <ul style="list-style-type: none"> • Monitor changing national planning policy and guidance on CIL, S106 and affordable housing contributions on sites of less than 10 dwellings (small sites). • Regular update to relevant Officers and Members on CIL and S106s. • Officer and Members Working Group on-going to facilitate decision making. • Realistic targets and milestones regularly reviewed on CIL. • Annual Monitoring reports on progress of Local Plan including CIL, S106 and Affordable Housing policies. <p>Actions:</p> <ul style="list-style-type: none"> • To progress CIL adoption (currently under consultation prior to consideration by Planning Inspectorate). • Regular updating and liaise with RCC Finance and other sections/external partners on budgetary implications of the delay on CIL, scaling back of S106s and the changes to the policy applied to affordable housing contributions on small sites. 					

SECTION FIVE

Strategic Risk Register – Resources Directorate Scrutiny Panel

	Risk Ref	Impact	Likelihood	Risk Owner	Risk Manager
AMBER	R1	Critical	Significant	SMT	Debbie Mogg
<p>Risk Name: Responding to new legislation. Updated September 2015.</p> <p>Risk Description: Capacity to identify and prepare for new legislation and the impact it may have on service delivery.</p> <p>Risk Controls:</p> <ul style="list-style-type: none">• Responsibility for responding to new legislation is included in the job descriptions of all Strategic Management Team Members.• This is part of the role of the Monitoring Officer.• SLA with Legal Services includes identification and advice on new legislation• Monitoring Officer circulates briefing on key legal developments so SMT are aware of changes that need to be prepared for.• Senior Officers attend national events such as LGA conference where issues on the horizon are highlighted and discussed amongst peers. <p>Actions:</p> <ul style="list-style-type: none">• No further actions required at this time.					

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