AGENDA MANAGEMENT SHEET

Name of Committee	**Cabinet**
Date of Committee	**15th June 2006**
Report Title	**Risk Assessment of the County Council's Strategic Priorities**

Summary

The paper presents the reassessment by Strategic Directors of the strategic risks to the delivery of the County Councils priorities, with proposed actions to mitigate the risks where necessary. This is part of the Council's Business Planning process.

For further information please contact:

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Would the recommended decision be contrary to the Budget and Policy Framework?

No.

Background papers

Corporate Business Plan 2006-9 (on this agenda)

CONSULTATION ALREADY UNDERTAKEN:- Details to be specified

Other Committees	☐	....
Local Member(s)	☐	....
Other Elected Members	☐	....
Cabinet Member	☐	Cllr Alan Farnell, Cllr Peter Fowler, Cllr David Booth, Cllr Hicks, Cllr Atkinson............
Chief Executive	☐	....
Legal	☐	....
Finance	☐	....
Other Strategic Directors	☒	SDMT 2nd Nov 2005
District Councils	☐	....

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Health Authority	☐	....
Police	☐	....
Other Bodies/Individuals	☒	Corporate Policy Reference Group (workshop September 2005), Corporate Risk Management Group

FINAL DECISION   YES

SUGGESTED NEXT STEPS: Details to be specified

Further consideration by this Committee	☐	....
To Council	☐	....
To Cabinet	☐	....
To an O & S Committee	☐	....
To an Area Committee	☐	....
Further Consultation	☐	....

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Agenda No

Cabinet - 15th June 2006.

Risk Assessment of the County Council's Strategic Priorities

Report of the Strategic Director of Performance and Development

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Recommendation

That the Cabinet endorse the summary of strategic risks facing the County Council in delivering its objectives and the actions to mitigate them where necessary

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1. Background

1.1 Risk Management is a fundamental part of the Council's planning process. Each year Chief Officers carry out an evaluation of the strategic risks facing the Council, in the context of the organisation's strategic objectives, as set out in the developing Corporate Business Plan.

2. Our Strategic Risk Management Process

2.1 A Strategic Risk Assessment is undertaken as part of the Council's corporate business planning process. The purpose of this is to understand the potential risks, which could get in the way of the Council delivering its strategic objectives, and to consider what actions we might take to reduce the risk.

2.2 In September 2005, the Corporate Policy Reference Group reviewed the risk assessment, which had been carried out with the assistance of Zurich Municipal the previous year. This was agreed by the Strategic Directors in November 2005. Nine risks were considered as priority for further action. The likelihood of risks in relation to HR, Resource Availability, and the National Agenda were assessed as having increased, while those relating to Service Delivery and Collective Working had decreased. Actions have been planned to alleviate the risks where these are considered to be too high (above the line). These are shown in Appendix 1, with the Directorate responsible for leading on the work, identified. In addition, all Directorates are required to consider what action they need to take regarding these risks, as part of their own risk assessments. The three risks with actions considered to be below the line are shown in Appendix 2.

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2.3 The Council's performance reports are presented to Strategic Directors and Cabinet twice a year. This allows a view to be taken on whether any aspects of current performance pose significant risk to the delivery of the Council's objectives. Should that be the case, appropriate action is agreed.

2.4 All Council departments have a significant responsibility to deliver on the actions specified. But to ensure action is driven forward a lead department is identified for each

3.   Next Steps

3.1 Cabinet is asked to:

a)   Consider the Strategic Risk Register and agree the list of risks identified by Strategic Directors

b)   Endorse the actions proposed to mitigate these risks

DAVID CARTER
Strategic Director of
Performance and
Development

Shire Hall
Warwick

15 May 2006

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WCC Strategic Risk Register – Reviewed for 2006/7

1.	Community Leadership	Actions to alleviate risk	Lead Directorate
	The role of WCC is to provide Community Leadership to the County of Warwickshire through a democratically elected process. The risk would be that the Council fails to offer the community and political leadership required	• Implement the new officer structure for the County Council, with Strategic Directors providing a focus for leadership, and with service heads with clear accountabilities. • Develop new ways of working by elected members as community leaders • Implement the plans for partnership working in WCC's Modernisation Agenda, to lead the delivery of beneficial outcomes for Warwickshire by promoting partnership working with key Warwickshire organisations.	Performance & Development Performance & Development Performance & Development
2.	**Economic and Social Divisions:**	**Actions to Alleviate Risk**	**Lead Directorate**
	There are economic and social divisions within the county. For example, there are pockets of severe deprivation in the North and it is the Council's policy to achieve the fastest improvement for the most deprived. The risk would be that the differences between different areas and groups in the County are not managed effectively.	• Extend the council's research work to provide relevant social and performance analysis, which is used to inform planning; and resource allocation to and within Directorates. • Implementation of a CYPP based on social analysis. • Implement equalities assessment plans in	Environment & Economy Resources And Performance & Development Children, Young People & Families Performance & Development

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		all strategic directorates.	All Directorates
3.	**Human Resources:**	**Actions to Alleviate Risk**	**Lead Directorate**
	The delivery of Warwickshire County Council's agenda is dependent on the availability of a wide range of appropriate staff, both now and in the future. The risk would be that the Council does not have the right skills in places at the right time.	• Further develop and implement our corporate workforce strategies.	Performance & Development Children, Young People & Families (teacher workforce development)
4.	**Resource Availability**	**Actions to Alleviate Risk**	**Lead Directorate**
	WCC has constraints on the funding available to deliver services. Key issues include: Capping and affordability The need to achieve efficiency savings, and savings through procurement The impact of single status The risk would be that the Council has insufficient resources to achieve what it wants to achieve.	• Implement procedures to move towards a more value-based resource allocation model, as part of the further development of medium term financial planning. • Maximise resources through partnership working, for example through integrated commissioning, with more focused evaluation. • Continue to undertake annual risk assessment as part of the Budget preparation. • Carry out equal pay review	Resources Adult, Health & Community Services and Children, Young People & Families Resources Performance & Development
5.	**National Agenda:**	**Actions to Alleviate Risk**	**Lead Directorate**
	Warwickshire County Council is subject to continuous change and	• Develop a strategic local agenda with a	Performance & Development

	improvement agendas set by national government priorities, and is required to deliver. The risk would be that the Council fails to respond effectively to change driven by central government.	raised profile relative to the national agenda. • Take opportunities to challenge the national agenda where this conflicts with Warwickshire's ability to deliver its priorities.	All Directorates
6.	**Collective Working:**	**Actions to Alleviate Risk**	**Lead Directorate**

	WCC is a large, complex and diverse organisation with a variety of disparate services, skills and departments.
	
	The risk would be that the Council does not realise the benefits of collective working across services.
		• Implementation of the modernised WCC structure which promotes thematic rather than directorate planning, and seamless access.
		
		  o Creation of one organisation working towards common goals as part of the culture/ways of working modernisation project workstream
		
		  o Establish HR practices, policies and procedures which align with the principles of 'one organisation'.
			Performance & Development

7.	**ICT:**	**Actions to Alleviate Risk**	**Lead Directorate**
	ICT sits at the heart of the delivery of priorities and services from WCC. The risk would be that the Council implements inappropriate or inadequate systems.	• Develop a formal ICT programme to support the medium and long-term vision of the Modernised County Council.	Resources

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			Resources
		▪ Develop a formal ICT Strategy document as identified by the ICT Strategic review signed off by the organisation in December 2005	Resources
8.	**Partnerships:**	**Actions to Alleviate Risk**	**Lead Directorate**
	In order to deliver on key priorities the Council is required to create partnerships and work constructively with many partners. The risk would be that the Council does not work effectively in partnerships to deliver key outcomes.	• Develop the Warwickshire Local Area Agreement (LAA) • Implement the action plan resulting from the review of the Council's working with the voluntary and community sector • Improve further our relationship with town and parish councils • Develop new partnerships with clear targets for Children and Young People, Older People and Health, and Community Safety	Performance & Development Performance & Development Performance & Development CYP&F AH&C Community Protection
9.	**2006/07 Additional Risk**	**Actions to Alleviate Risk**	**Lead Directorate**
	Flu pandemic information is that we must assure for 33% of staff to be absent during the first 15 week phase. The risk is to maintaining adequate levels of key personnel.	• Produce and implement action plans following advice from the Coventry and Warwickshire	Community Protection All Directorates

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		Pandemic Flu Committee. Complete corporate and directorate business continuity plans and ensure that they identify key personnel and processes, and that plans are adequately resourced.	to consider in their own risk assessments Performance & Development
		• Update emergency plans and review budget reserves.	Community Protection

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These Risks were considered but rated as "below the line"

10.	Service delivery	1. Reason for lower risk rating
	The Council provides high risk/high profile services and service failure could have very serious effects. The risk would be that there us a high profile incident/serious service failure.	Improvements in risk management across the Council
11.	**Governance and Probity:**	2. Reason for lower risk rating
	WCC is bound by strict codes of corporate governance and probity and is required to work within the law. The risk would be that the Council fails to comply with appropriate standards of governance and probity	Work on awareness levels and on-going auditing and monitoring continues to mitigate this risk.
12.	**New Ways of Working Project:**	3. Reason for lower risk rating
	The County Council is progressing a major change project involving significant structural change to the organisation. The risk is failure to achieve deliver the project.	We already have in place • Programme management applied to the delivery of the new ways of working project. • Clear objectives defined for the project. • A risk management process has been built into the programme design

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