

Adult Social Care Committee

Item No.

Report title:	Risk Management
Date of meeting:	16 May 2016
Responsible Chief Officer:	Harold Bodmer, Executive Director of Adult Social Services
Strategic impact Monitoring risk management and the departmental risk register helps the Committee undertake some of its key responsibilities and provides contextual information for many of the decisions that are taken.	

Executive summary

At the Adult Social Care Committee meeting of 11 May 2015 Members requested a full report at the first meeting of the year followed by exception reports to subsequent meetings. Exception reports have been presented to this committee at subsequent meetings.

As this is the first ASC committee meeting of 2016/17 this report presents the full departmental risk register for 2016/17 together with proposals for two new risks. Exception reports will continue to be presented at all future meetings during 2016/17.

Risks are where events may impact on the Department and County Council achieving its objectives and these are set out in the risk register together with tasks to mitigate the risk and with regular progress updates.

Recommendations: Committee Members are asked to:

- a) Note and comment on the refreshed full departmental risk register for 2016/17**
- b) Note and comment on progress with departmental risks since 7 March 2016**
- c) Consider the new risks for inclusion on the ASSD Risk Register**
- d) Consider if any further action is required**

1 Proposal

- 1.1 The Adult Social Care Risk Register has been refreshed for 2016/17 and this report provides Members with an update of the most recent changes. Changes that have arisen with the Corporate Risk Register that are relevant to this committee are also included.
- 1.2 The ASSD Senior Management Team (SMT) has been consulted in the preparation of the Adult Social Services risk register and this report.

2 Evidence

- 2.1 The Adult Social Services departmental risk register reflects those key business risks that need to be managed by the Senior Management Team and which, if not managed appropriately, could result in the service failing to achieve one or more of its key objectives and/or suffering a financial loss or reputational damage. The risk register is a

dynamic document that is regularly reviewed and updated in accordance with the Council's "Well Managed Risk – Management of Risk Framework".

2.2 Each risk score is expressed as a multiple of the impact and the likelihood of the event occurring:

- a) Original risk score – the level of risk exposure before any action is taken to reduce the risk when the risk was entered on the risk register
- b) Current risk score – the level of risk exposure at the time the risk is reviewed by the risk owner, taking into consideration the progress of the mitigation tasks
- c) Target risk score – the level of risk exposure that we are prepared to tolerate following completion of all the mitigation tasks

2.3 In accordance with the Risk Matrix and Risk Tolerance Level set out within the current Norfolk County Council "Well Managed Risk - Management of Risk Framework", three risks are reported as "High" (risk score 16–25) and 11 as "Medium" (risk score 6–15). A copy of the Risk Matrix and Tolerance Levels appears at Appendix 2.

2.4 The prospects of meeting target scores by the target dates are a reflection of how well mitigation tasks are controlling the risk. It is also an early indication that additional resources and tasks or escalation may be required to ensure that the risk can meet the target score by the target date. The position is visually displayed for ease in the "Prospects of meeting the target score by the target date" column as follows:

- a) Green – the mitigation tasks are on schedule and the risk owner considers that the target score is achievable by the target date
- b) Amber – one or more of the mitigation tasks are falling behind and there are some concerns that the target score may not be achievable by the target date unless the shortcomings are addressed
- c) Red – significant mitigation tasks are falling behind and there are serious concerns that the target score will not be achieved by the target date and the shortcomings must be addressed and/or new tasks are introduced

2.5 The current risks are those identified against the departmental objectives for 2016/17 and have been reviewed for this report.

2.6 **NCC Corporate Risk Register**

Following the decisions of this Committee on 7 March the Corporate risk register (Appendix 3) has been updated and includes the following ASSD risks:

- RM014b: *'The amount spent on adult social care transport at significant variance to predicted best estimates'*.
- RM019: *'Failure to deliver a new fit for purpose social care system on time and to budget'*.
- RM020a: *'Failure to meet the long term needs of older people'*.
- RM020b: *'Failure to meet the needs of older people'*.

2.7 **Changes to the ASSD Risk Register**

The refresh of the ASSD Risk Register for 2016/17 brings with it some changes and these are set out below. Where possible risk owners are reducing narrative to focus on key points to make the register slightly easier to read. Changes with 'Tasks to mitigate risk' and 'Progress' since 7 March 2016 are highlighted in red in respective columns.

2.7.1 RM13229 'The speed and severity of change' risk has been met and is recommended for removal from the register. The rationale is that this risk was entered on the register in April 2011 at a time when significant budget changes were being implemented and

the risks relating to staff wellbeing, staff absence and sickness and loss of productivity were a concern. As the budget savings have been made we have moved passed that point. However another HR risk has been identified leading to a recommendation to add a new risk regarding Promoting Independence – see para 2.8.3.

2.7.2 RM14150 'Impact of DNA' risk. As the DNA programme is complete this risk is recommended for removal from the register.

2.7.3 RM13926 'Failure to meet budget savings'. Due to progress with the budget recovery plan in 2015/16 and progress planned for 2016/17 the 'Prospects of meeting the target risk score by the target date have been moderated from 'Red' to 'Amber'.

2.8 **Proposals to add new risks to the ASSD Risk Register**

Following the review of the Adult Social Care Departmental Risk Register by the Senior Management Team it is proposed to add three new risks:

2.8.1 A new risk to the ASSD Risk Register to reflect the integration of funding between the council, health organisations and district councils.

The risk would be: *'Integration of capital and revenue funding sources and integration of budgets between the Council, health organisations and district councils has a negative impact on available resources for delivery of adult social care.'*

2.8.2 It is further proposed to add another new risk to the ASSD Risk Register to reflect the difficulty in recruiting and retaining care workers in the care sector. These difficulties are particularly acute in the west and north of the county but are experienced across the county as a whole. It is unclear whether the imposition of the National Minimum Living Wage will exacerbate recruitment into the sector. The council invests over £54m through approximately 120 independent providers in provision of homecare to over 4,000 vulnerable people at any one time.

The risk would be: *'Failure of the care market (through the independent providers) due to difficulties in recruiting staff into the sector that may result in a risk to safeguarding of vulnerable people, delays in discharging people from hospital and inappropriate admissions to hospitals and care homes'.*

2.8.3 A previous risk 'The speed and severity of change' has been met and there is a proposal to delete that risk at para 2.7.1. However another risk HR risk in relation to Promoting Independence has been identified as part of the SMT review.

The risk would be: *'A significant change in staff behaviour and social care practice is required to deliver the Promoting Independence Strategy. Failure to make the culture change needed across the workforce would greatly impact the transformation of the service and its ability to deliver associated budget savings'.*

2.8.4 Members are asked to consider the above risks for inclusion on the 2016/17 ASSD Risk Register.

2.9 **Attachments**

Appendix 1 provides Committee members with the full departmental risk register for 2016/17. Paper copies will be available at the meeting. Appendix 2 is a copy of the risk scoring matrix to show the scoring methodology for Impact and Likelihood. Appendix 3 shows the departmental risks which appear on the Corporate Risk Register.

2.10 There remains a strong corporate commitment to the management of risk and appropriately managing risk, particularly during periods of organisational change.

A clear focus on strong risk management is necessary as it provides an essential tool to ensure the successful delivery of our strategic and operational objectives.

3 Financial Implications

- 3.1 There are no financial implications other than those identified within the risk register.

4 Issues, risks and innovation

- 4.1 There are no further risks than those described elsewhere in this report.

5 Background

- 5.1 Appendix 1 provides the Committee members with the refreshed departmental risk register for 2016/17. At Appendix 2 is a copy of the risk scoring matrix to show the scoring methodology for Impact and Likelihood.
- 5.2 The review of existing risks has been completed with responsible officers.
- 5.3 There remains a strong commitment to the management of risk, particularly during periods of organisational change, such as the accelerated programme to deliver all the elements of the vision for the County Council.
- 5.4 An on-going clear focus on strong risk management is necessary as it provides an essential tool to ensure the successful delivery of our strategic and operational objectives.

6 Recommendations

- 6.1 **Committee Members are asked to:**
- a) **Note and comment on the refreshed full departmental risk register for 2016/17**
 - b) **Note and comment on progress with departmental risks since 7 March 2016**
 - c) **Consider the new risks for inclusion on the ASSD Risk Register**
 - d) **Consider if any further action is required**

Officer Contact

If you have any questions about matters contained in this paper or want to see copies of any assessments, e.g. equality impact assessment, please get in touch with:

Officer name :	Email address :	Tel No. :
John Perrott	john.perrott@norfolk.gov.uk	01603 222054