



Title: **Strategic Risk Management 2012/13**

Wards Affected: **All Wards**

To: **Audit Committee**

On: **26 June 2013**

Key Decision: **No**

Change to Budget: **No**

Change to Policy Framework: **No**

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1. Key points and Summary

- 1.1 The Council has developed a new approach to risk management as reported to the Audit Committee in March 2013. This report outlines the council's position at the end of 2012/13
- 1.2 Five Key Strategic Risks have been identified for the Council during 2012/13. A lead (sponsoring) director/executive head has been identified for each risk.
- 1.3 The risk register will be monitored by directors on a monthly basis through exception reporting to enable them to;
 - Review Performance
 - Agree new relevant actions
 - Identify emerging strategic risks
- 1.4 Quarterly reports will be made to the Senior Leadership Team and this Committee.
- 1.5 A training programme for staff will be developed using the established I-learn intranet training system.
- 1.6 The existing operational risk management processes of the council will be aligned with the revised strategic approach.

Supporting Information

A1. Introduction and history

A1 Five Key Strategic Risks have been identified for the Council during 2012/13; A lead (sponsoring) director/executive head has been identified for each risk:

Fair decision making – Mark Bennett
Demand management – Caroline Taylor
Welfare reforms – Charles Uzzell
Finance – Paul Looby
Safeguarding - Richard Williams

B2 Position at end of 2013/14

B1 Mitigation measures have been identified for all strategic risks. Current effectiveness has been assessed against a four point scale:

Will achieve desired outcomes

Minor improvement actions - monitor

Improvement actions - monitor with concern

Won't achieve desired outcomes

A
B
C
D

B2 The majority of mitigation measures have been assessed as A or B with no risks identified with category D

B3 Performance overview:

1 Fair Decision making

- Actions have been identified to minimise the possibility of a successful legal challenge against the council's decision to reconfigure services.
 - During the year the council has not incurred costs or delays in reconfiguring its services through legal challenge. Key elements in achieving this has been;
 - A clear timetable and process for decision making for the 2013/14 budget
 - Effective consultation and scrutiny
 - Undertaking equalities impact assessments
 - Providing members with sufficient information prior to decisions being made
- The council constantly reviews developing court cases from other areas to ensure that its processes remain fit for purpose with regular reports to the Senior leadership Team

2 Demand management

- Actions have been identified to enable the Council to understand and plan for changes in demand for through demographic change and changes in government policy
 - Although work has been undertaken in this area this will require further development during 2013/14 to enable robust predictions to be built into our plans for the future.

3 Welfare reforms

- Actions have been identified to enable the Council to understand and develop actions to mitigate the impact of benefit reforms being introduced during 2013/14
 - Key elements have been successfully addressed however, as with the introduction of any new policy careful monitoring will be required, especially to understand and address secondary impacts for example homelessness

4 Finance

- Actions have been identified to enable the Council to deliver a balanced budget with an agreed level of reserves
 - This risk has been successfully managed during 2012/13 at a time when Torbay along with all councils has been required to address the impact of a reduction in grants from central government
 - Managing this risk will be a continuing challenge in future years

5 Safeguarding

- Children's Safeguarding has been a particular focus for the council in recent years with effective measures in place at an operational and strategic level to address this issue
 - The recent Ofsted inspection has recognised these improvements
 - For 2013/14 this will be a continued area for focus to ensure agreed actions continue to be delivered and to address developments in adult social care, in particular safeguarding of individuals who are privately funded

C1 Conclusion

The development of a new approach has enabled the council to take a more strategic approach to risk management during 2012/13. For 2014/15 the focus will be to further develop this approach to embed it within the organisation.

Appendices

- Strategic Risk Register 2013/14