

CYNGOR SIR POWYS COUNTY COUNCIL.

CABINET
18th June 2019

**REPORT AUTHOR: Executive Leader County Councillor Rosemarie Harris
Portfolio Holder for Risk Management**

SUBJECT: Strategic Risk Register Report Quarter 4 - 2018/19

REPORT FOR: Decision

1. Summary

Risk management is a core governance discipline that supports organisational delivery. The risks that Powys County Council face are dynamic, so the key of good risk management is to combine planning around what we think may happen whilst also adapting to a changing risk environment. Our risk register is key to safeguarding the organisation and building resilience into our services.

2. Risk Management Improvement

In response to an internal audit a risk plan has been developed as part of the Strategy, Performance and Transformation Programmes Team's Service Improvement Plan 19-22.

The electronic risk management software (JCAD Core) continues to be rolled out across the organisation as part of a phased approach, along with guidance and training. Services are accountable for their service risk registers; not only identifying risks but also the implementation of mitigating actions and regular active monitoring.

3. Strategic Risk Register

3.1 During Quarter 4, the following 3 risks have been removed from the Strategic Risk Register in the current reporting period: -

i. Lack of a robust risk assessment process for the management of Health and Safety across the organisation, to ensure compliance with the Health and Safety at Work Act.

Reason: The risk has been resolved through:

- a) The Health & Safety (H&S) team undertaking assurance work for the former Executive Management Team (EMT), under the direction of Paul Griffiths, former Strategic Director Place which reported to EMT in November 2017. EMT were assured by the outcome of this work.

- b) Heads of Service (HOS) are now held accountable for ensuring that risk assessments are carried out by their managers in accordance with guidance issued by the H&S team.
- c) The H&S team carry out audits and inspections from time to time to assure that systems and arrangements for assessing and managing risk at Service level are undertaken regularly and in accordance with guidance issued by the H&S team.
- d) Each HOS is required to undertake risk assessments and log any risks as an ongoing service risk. It is for the HOS to manage and mitigate any risks identified.

ii. Continuity of provision / availability of WCCIS, due to system and network issues.

Reason: WCCIS availability continues to be developed. Work to ensure the robust provision/availability of WCCIS will now form part of the ongoing programme of work and monitored through the WCCIS project board risk register.

iii. We have identified C£1M of health and safety works (electricals, sewerage systems, asbestos etc.) that need to be undertaken on the 139 Farm Houses in our estate.

Reason: Farm estates remedial works are understood and form part of a programme work managed through the service.

3.2 The remaining 9 risks remain unchanged for this period. However, this quarter, all owners have been asked to provide a short summary of progress since last quarter to provide assurance that mitigating actions are being actioned and monitored.

3.3 A decision was made by Senior Leadership Team to assign the following workforce risk to the Corporate Director Transformation, reflecting the challenge across the whole organisation:-

‘The significant long term decrease in the working age population impacts on Council’s ability to recruit and retain or commission the workforce it requires.’

With supporting narrative as follows:-

Powys as a whole faces a significant long-term workforce challenge because demographic change is leading to an increase in older people (75+) and a decline in the number of people of working age. This information is based upon the Welsh Government Population Projections (2016) -

http://pstatic.powys.gov.uk/fileadmin/Docs/Statistics/Themes/Population/R_POPPROJ_19-09-10129-2016-en.pdf

| Age Group | 2014 | 2019 | 2029 | 2039 |
|---------------------|--------|--------|--------|--------|
| Working Age (16-64) | 77,200 | 73,500 | 65,200 | 56,900 |
| 75+ | 15,100 | 17,600 | 24,000 | 28,200 |

The figures suggest that compared to 2014 there are now approximately 4,000 fewer people of a working age in Powys. In ten years' time that figure will have increased to 12,000 (i.e. a 15% reduction in our working age population) at the same time as we will see an increase in over 75s of nearly 60%.

This risk will impact on the whole Council, albeit some services may feel the impact at different times. We therefore need to take a whole council approach to our management of this risk. Vision 2025 sets out the Council's Improvement Plan and there are a number of commitments contained within that will help to mitigate this risk, including:

| Action | Action Owner (Head of Service) |
|---|--|
| Promoting Powys as a place to live, visit and do business | Head of Housing and Community Development |
| Improving skills and supporting people to get good quality jobs | Head of Education |
| Developing a health and care workforce for the future | Head of Workforce and Organisational Development |
| Developing digital solutions and services | Corporate Director - Transformation |
| Improving education attainment of all pupils | Head of Education |
| Improving the skills and employability of young people and adults | Head of Education |
| Support communities to be able to do more for themselves and reduce demand on public services | Head of Housing and Community Development |
| Developing a workforce strategy which ensures Council is an excellent employer | Head of Workforce and Organisational Development |

3.4 In addition, Adult Social Care have their own specific workforce risk '*Inability to recruit the level and scale of staff required within ASC*' on their own independent register.

Adult Social Care are taking a number of specific actions, supported by Workforce and Organisation Development to tackle the issue, due to this risk already adversely affecting this service. There are areas where recruitment and retention is more difficult including, mental health social workers who are AMHP qualified, where a number of recent campaigns resulted in 19 applicants but only 2 people being appointed. Within domiciliary care, it is becoming more difficult for providers to recruit staff. Actions being undertaken in 2019-20 to mitigate the immediate social care risks include:

| Action | Action Owner (Head of Service) |
|---|--|
| Increase use of direct payments and the dynamic purchasing system are intended to secure more creative approaches | Head of Commissioning (Children's and Adults) |
| Develop an Adults' Service recruitment and retention strategy, based on a strong brand promoting positive values and working/living environment | Head of Workforce and Organisational Development |
| Growing our own workforce, including the scoping of a rural academy of learning which would offer social care qualifications to support role requirements within the Council and the Health Board | Head of Workforce and Organisational Development |
| Formal partnership with the Open University and secondment of students | Head of Adult Services and Head of Children Services |
| Consideration of a joint bank of staff available to maintain staffing levels and reduce risk | Head of Workforce and Organisational Development |
| Investigation of the Apprenticeship framework to see what can be offered to younger people to attract them into social care roles | Head of Workforce and Organisational Development |
| Build better connections with schools within Powys and universities within Wales and just across the border in order to attract younger people to work in Powys | Head of Education |
| Conduct research to understand the workforce profile in health and social care | Head of Workforce and Organisational Development |
| Telehealth and telecare | Head of Commissioning (Children's and Adults) |

3.5 Full detail of the risks and the mitigation identified to control the risks is included in appendix A. Appendix B presents the results of the risk assessment process visually in the form of a heat map.

4. Options Considered / Available

N/A

5. Preferred Choice and Reasons

N/A

6. Impact Assessment

Is an impact assessment required? No

7. Corporate Improvement Plan

The Strategic Risk Register outlines the key risks to the Council's 'business as usual' activities, as well as risk to delivery of objectives contained within the Corporate Improvement Plan.

As referred to under section 2 the electronic risk management software (JCAD Core) continues to be rolled out across the organisation as part of a phased approach.

8. Local Member(s)

This report impacts upon all Members equally and does not affect local Members individually.

9. Other Front Line Services

Does the recommendation impact on other services run by the Council or on behalf of the Council? Yes

10. Communications

Have Communications seen a copy of this report? Yes

No proactive communication activity at this stage.

11. Support Services (Legal, Finance, Corporate Property, HR, ICT, Business Services)

11.1 Legal – Awaiting comment

11.2 Finance – The Strategic Risk Register outlines the key risks to the Council's activities, as well as risk to delivery of objectives contained within the Corporate Improvement Plan. The actions required to mitigate the risks are funded from existing service budgets, there are therefore no direct financial implications from this report although these may arise as new risks are identified on an on-going basis.

12. Scrutiny

Has this report been scrutinised? No

13. Data Protection

If the proposal involves the processing of personal data then the Data Protection Officer must be consulted and their comments set out below.

14. Statutory Officers

13.1 The Head of Finance (Section 151 Officer) notes the comments from Finance.

13.2 Monitoring Officer – Awaiting comment

15. Members' Interests

The Monitoring Officer is not aware of any specific interests that may arise in relation to this report. If Members have an interest, they should declare it at the start of the meeting and complete the relevant notification form.

| Recommendation: | Reason for Recommendation: |
|--|---|
| That; <ul style="list-style-type: none">• Cabinet notes the risk register and the current risks faced by the organisation.• Risks for each Service, and any Programme and Projects are recorded on JCAD. | To ensure appropriate understanding and management of risk and good governance of the Council. |

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|-------------------------------|----------------------------------|-----------------------|--------------|
| Relevant Policy (ies): | Risk Management Strategy/toolkit | | |
| Within Policy: | Y | Within Budget: | Y / N |

| | |
|----------------------------------|------------|
| Relevant Local Member(s): | N/A |
|----------------------------------|------------|

| | |
|---|------------|
| Person(s) To Implement Decision: | N/A |
| Date By When Decision To Be Implemented: | N/A |

| | |
|---|--------------|
| Is a review of the impact of the decision required? | Y / N |
| If yes, date of review | |
| Person responsible for the review | |
| Date review to be presented to Portfolio Holder/ Cabinet for information or further action | |

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**Background Papers used to prepare Report:
JCAD**

CABINET REPORT TEMPLATE VERSION 6