

Wolverhampton City Council

AUDIT COMMITTEE

Date: **06.06.11**

Originating Service Group(s) **Adults and Community**

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Title/Subject Matter **Adults and Community – Risk Management and Governance**

Summary

That Members note the content of this report which sets out the key high level risks for the Adults and Community service cluster

1.0 Purpose of the Report

1.1 To set out for Members the key high level risk facing the Adults and Community service cluster and to set out how these risks are being addressed.

2.0 Background

2.1 The attached appendix to this report sets out:

- (i) the key functions of the service cluster
- (ii) the key objectives of the service cluster
- (iii) a brief description of measures to ensure functions are delivered
- (iv) an outline of key risks

2.2 Members should be aware that this is not a full risk analysis for the service cluster. That work is more detailed and takes place at a divisional level. This report seeks to isolate the key high level risks.

3.0 Financial Implications

3.1 The application of appropriate risk management and governance procedures is integrated within the overall project and performance management arrangements followed in Adults and Community. These processes support the delivery of agreed projects or workstreams within agreed resource provision. [DM/27052011/W]

4.0 Legal Implications

4.1 The appropriate consideration of legal implications in respect of all projects, work streams or individual actions is incorporated within the overall project and performance management arrangements to ensure compliance with legal requirements. [MW/27052011/B]

5.0 Equality Implications

5.1 The application of risk management and governance procedures includes consideration, and addressing equalities implications in relation to work streams within Adults and Community. Where appropriate this includes undertaking specific Equalities Impact Assessments and acting on the resulting outcomes

6.0 Environmental Implications

6.1 The application of appropriate risk management and governance procedures as part of the overall performance and project management processes enable appropriate consideration to be given to the environmental implications of collective or individual actions or workstreams.

Adults and Community - Review of Risk Management & Governance Arrangements

Key Issues	Summary of Responses
<p>What are the key functions that the service is required to deliver?</p>	<p>Adult Education Service – Skills training for employment; Learning opportunities for personal development.</p> <p>Leisure and Cultural Services – Sport and recreation, Bereavement services, Registration services, Arts and heritage, Civic halls and outdoor events, Community recreation, Library and information service, Parks and contracts.</p> <p>Assessment, Care Management and Provision Services – Welfare rights and financial assessments; Older people provision and transformation, Older people care management, Learning disability services; Housing support.</p> <p>Commissioning, Performance and Quality – Adult safeguarding; Court of protection; Commissioning services; Consultation and service planning; Partner and supplier relationship management; Quality assurance</p>
<p>What arrangements are in place to ensure that key functions are properly delivered?</p>	<p>Key projects/initiatives are subject to detailed delivery plans which are routinely reviewed and progress reported to the Corporate Programme Office.</p> <p>In respect to core functions Service Plans are used to effectively plan the delivery of key services and ensure that there are links to key corporate priorities where applicable. Service Plans are monitored on a quarterly basis through divisional management team arrangements, and more frequently by Service Managers/Chief Officers where appropriate.</p>
<p>What are the main risks that the service group has to manage and how are these risks being managed?</p>	<p>For an overview of the main risks affecting the service this year please see below.</p> <p>Each service area also completes within their Service Plans a more detailed register of all key risks affecting their service are and the mitigating actions to be taken. In addition to this, as part of the service plan monitoring process service managers identify specific risks to achieving targets on an on-going basis and report these, and identify mitigating actions through the quarterly performance reviews (in accordance with the Corporate Performance Management Framework).</p>

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	<p>During 2010/2011 the Council began a significant restructure of its senior management. The changes in roles and responsibilities present an increase in risk to the delivery of services and the effectiveness of the internal control system. These changes are being monitored and evaluated using project management techniques to ensure any issues are identified at an early stage.</p>
<p>What external assurance is available e.g. external inspection reports?</p>	<p>An annual audit programme is agreed with Audit Services and as required a programme of Risk Workshops with the Head of Risk Management and Insurance.</p> <p>Different areas of service have also been subject to formal external inspection/audit/assessment.</p> <p>In all cases the respective Chief Officers/divisional management teams are responsible for progressing any recommendations/actions.</p>
<p>What significant problems have occurred in the past year and what arrangements have been made to avoid such problems reoccurring?</p>	<p>The outcome of the DH review into LIFT projects resulting in the decision not to continue with the Wolverhampton Community Hub and Dementia Schemes has left us without Capital resources to advance these initiatives. However the Directorate is looking at other ways to take these ideas forward without the new buildings that the capital funding would have provided. The issue of abortive costs arising from this decision is currently being explored and relevant cabinet reports will be produced as necessary</p>

Assurance Framework Report - Adults and Community

Principal Risks	Key Controls	Assurances on Controls	Positive Assurances	Gaps in Control	Gaps in Assurance
<i>What could prevent the objective being achieved</i>	<i>What controls/systems do we have in place to minimise the risk</i>	<i>Where can we gain evidence that tells us whether the controls exist and are working</i>	<i>Where is the evidence that shows we are reasonably managing our risks and objectives are being met</i>	<i>Where are we failing to put controls in place and/or they are not effective</i>	<i>Where are there gaps in the evidence that control mechanisms are working</i>
Leisure					
Failure to secure external funding for Arts and Heritage beyond 2011 leads to reduced cultural offer and potential for reduction in services	Identify alternative funding sources. Investigate options for income generation that will not adversely impact on visitor numbers and commercial activity. Management of external relationships.	Regular reviews with partners/ agencies. Update reports into DMT	Regular reports to Cabinet Panels		
Impact of the economic downturn on the performance of the entertainment venues.	Partnership working with other entertainment venues in the City to ensure programming of shows compliment each other.	Regular reviews with partners/ agencies Update reports into DMT	Reports into DMT		

<p>Loss of income impacts on the financial viability of the venues creating consequential loss of income to feeder restaurants, pubs and businesses in the City.</p>	<p>Collaborative approach to marketing of venues to promote activities.</p>				
<p>Voluntary sector infrastructure insufficiently developed to support greater responsibility for transfer of assets (including Community Centres, Libraries, Youth Buildings, Parks, Play areas and Open spaces).</p>	<p>Direct available resources towards infrastructure and capacity building programmes as part of Community Hubs proposal</p>	<p>Management review programme. Project plans</p>	<p>Regular reports to Cabinet Panels/ DMT</p>		

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Failure to agree a Sports Investment Strategy that satisfies funders and planning conditions for BSF programme	Engage Sport England in project management for the strategy and agree a timetable that satisfies BSF Planning conditions.	Regular reviews with partners/ agencies Update reports into DMT	Regular reports to Cabinet Panels/ DMT		
Failure to establish a Leisure Trust and realise the financial and service delivery benefits	Members agreement following an options appraisal. Effective Project management	Clear Project management and accountability and regular reporting to DMT	Regular reports to Cabinet Panels/ MRG		

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Adult Care					
Failure to decommission existing services following changes; results in double funding, waste of resources.	Analysis of existing provision and implementation plan for VFM	Management review programme. Project plans.	Reports into DMT		
Failure to realign service provision following NHS changes; Transforming Community Services and cluster arrangements for PCT. Results in inadequate and incomplete service to users	Re-establishing relationships with providers. Development of Health and Wellbeing Board	Management review programme. Project plans	Regular reports to Cabinet Panels		

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Failure to adequately monitor performance of commissioned services.	Review of quality assurance practices and processes. Engagement of appropriate legal and financial advice regarding contract formation.	Management review programme. Project plans. Reports into DMT	Reports into DMT		