

Audit and Risk Committee

4 March 2024

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| Report title | Strategic Risk Register | |
| Accountable director | James Howse, Finance | |
| Originating service | Audit | |
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| Report to be/has been considered by | Not applicable | |

Recommendations for noting:

The Audit and Risk Committee is asked to note:

1. The latest summary of the Council's Strategic Risk Register, as under Appendix 1.
2. The update on the four Housing related risks which was called in by the Audit and Risk Committee on 22 January 2024, as under Appendix 2.

1.0 Purpose

- 1.1 To keep members of the Audit and Risk Committee aware of the key strategic risks faced by the Council and how it can gain assurance that these risks are being mitigated. It also provides an update to the committee in respect of the called in Housing related risks.

2.0 Background

- 2.1 The Council is no different to any organisation and will always face risks in achieving its objectives and priorities. Sound risk management can be seen as the clear identification and management of such risks to an acceptable level.
- 2.2 The Cabinet remain the owners of the strategic risk register, with the Audit and Risk Committee maintaining oversight of, and providing an independent level of assurance on the adequacy of the risk management processes that underpin it. The latest strategic risk register will be presented to Cabinet on 20 March 2024 as part of the Performance and Budget Monitoring Report for 2023-2024.
- 2.3 The strategic risk register was last presented to the Committee in November 2023. Since that time the risk register has been reviewed in conjunction with risk owners and reviewed by the Council's Strategic Executive Board (SEB). This has resulted in the following updates and changes:
- The wording of the financial well-being and resilience risk (risk 27) has changed from *'there is risk that without the council's plan to coordinate the partnership support across the city, residents will not receive support to mitigate the impact of the cost-of-living crisis'* to *'there is risk that should the council not receive future funding via the Household Support Fund residents will not receive the necessary support to mitigate the impact of the cost-of-living crisis'*. This is to reflect the uncertainty around future government funding to support households within the city. This change has resulted in the risk increasing from an amber to a red risk.
 - The adults safeguarding risk (risk 1) has decreased from a red to an amber risk due to the implementation new processes which have improved the appropriateness of referrals and the decision-making process. Additional temporary social workers have been recruited to undertake safeguarding enquiries.
 - The adults social care provider risk (risk 2) has decreased in score because the likelihood of care provider failing is reduced through local intelligence and the interim financial support measures being explored.
 - The inadequate rating from the Care Quality Commission's (CQC) inspection of adult social care risk (risk 6) has decreased in score because of the measures now put in place to train and prepare staff in preparation for the inspection. A CQC newsletter is shared with staff outlining key messages from regional and local work being undertaken.
 - The negative assessment against the Consumer Standards – Social Housing (Regulation) Act risk (risk 10) has decreased from a red to amber risk because the likelihood score has changed to reflect the progress through the City Housing Improvement Programme to map actions and objectives.
 - For the remaining 27 risks there has been no change in score.

- 2.4 Although there are 32 risks on the strategic risk register this should not be viewed negatively. Having a detailed risk register shows the Council are a mature and transparent organisation in terms of the way it manages their risks. Having an effective risk management process in place demonstrates strong governance. By identifying new and emerging risks on the horizon the Council can ensure that early mitigations can be put in place to manage risks effectively.
- 2.5 Whilst the strategic risk register does not include all the risks that the Council faces. It represents the most significant risks that could potentially impact on the achievement of the Council's corporate priorities. Other risks are captured within directorate, programme, project or partnership risk registers in line with the Council's corporate risk management framework.
- 2.6 A summary of the strategic risk register is included at Appendix 1 of this report which sets out the status of the risks as at March 2024. These risks are reviewed on an on-going basis and can be influenced by both external and internal factors and as such, may fluctuate over time.
- 2.7 At its January 2024 meeting, the Committee requested further information regarding the four Housing related strategic risks. The risk owner has provided further information on this and will also be attending the meeting to discuss the risks in more detail. Please see appendix 2 for this separate report.
- 2.8 The strategic risk register will be updated as required and presented at approximately quarterly intervals to the Committee. The strategic risk register does not include all the risks that the Council faces. It represents the most significant risks that could potentially impact on the achievement of the corporate priorities. As stated above, other risks are captured within directorate, programme, project or partnership risk registers in line with the Council's corporate risk management framework.

3.0 Financial implications

- 3.1 There are no financial implications associated with the recommendations in this report as Councillors are only requested to note the latest Strategic Risk Register summary and the update on four Housing related risks called in by the Audit and Risk Committee on 22 January 2024. The identification and management of risks is, however, essential to the proper management of the Council's resources. Financial implications may arise from the implementation of strategies employed to mitigate individual risks and these will be evaluated and reported separately where appropriate. [GE/19022024/L]

4.0 Legal implications

- 4.1 Although there may be some legal implications arising from the implementation of the strategies employed to mitigate individual risks, there are no direct legal implications arising from this report. [TC/21022024/B]

5.0 Equalities implications

- 5.1 There will be equalities implications arising from the implementation of a number of the strategies employed to mitigate individual risks. These equalities implications will be addressed, where appropriate, through the various mechanisms taken to manage each risk.

6.0 All other implications

- 6.1 Although there may be implications arising from the implementation of the strategies employed to mitigate individual risks, there are no direct implications arising from this report.

7.0 Schedule of background papers

- 7.1 Strategic Risk Register Update – Audit & Risk Committee 27 November 2024

8.0 Appendices

- 8.1 Appendix 1 – Strategic Risk Register
8.2 Appendix 2 – Update on the four Housing related strategic risks.