

WEST DUNBARTONSHIRE COUNCIL
Report by Strategic Lead – People & Technology
Corporate Services Committee: 21 August 2019

Subject: Strategic Risks 2017-22

1. Purpose

1.1 To provide an update on the strategic risks for 2017-22.

2. Recommendations

2.1 It is recommended that the Committee note:

- The strategic risks as detailed at Appendix 1.

3. Background

3.1 Since the Council first developed and published strategic risks in 2008, they have been incrementally refined in line with strategic plans. The appended risks were reviewed in 2017 and are re-assessed bi-annually before being reported to this committee.

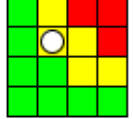

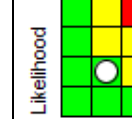

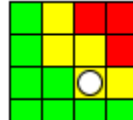

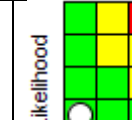

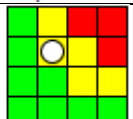
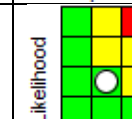

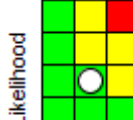
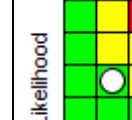

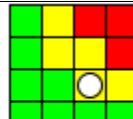
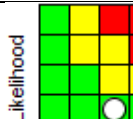
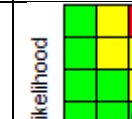


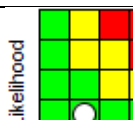
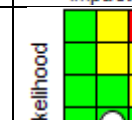

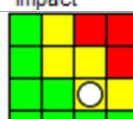

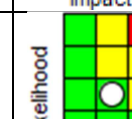
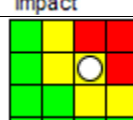

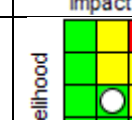

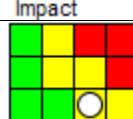
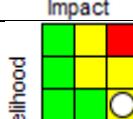
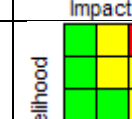

4. Main Issues



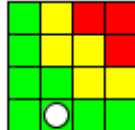

Strategic Risk

4.1 In line with the Council's Risk Management Framework, a re-assessment of the strategic risks has taken place as detailed within Appendix 1. Each risk is managed through internal controls, linked actions and associated milestones with the objective being to reduce or stabilise the level of risk through completion of linked actions over a period of time and / or ensure mitigation factors are adequate should the risks actually materialise.

4.2 Table 1 represents a risk dashboard that includes information on the original, current and target ratings for each strategic risk, as well as an assessment of the current risk status. Each strategic risk is identified and supported by more detailed information available on a "drill-down" basis in Appendix 1. All nine Strategic Risks, associated actions and milestones are progressing as expected and likely to reach their assigned targets.

Table 1 Key Strategic Risk Information

Strategic Risk	Original Risk 2017	Current Risk 2019	Target Risk 2022	Risk Status Rationale
SR 001 Financial Funding.				
SR 002 School improvements.				
SR 003 Council Assets.				
SR 004 Information Technology.				
SR 005 Partnerships.				
SR 006 Citizens and Communities.				
SR 007 Health and Safety of Employees and Others				
SR 008 Cyber Attack.				
SR 009 Early Years Agenda.				

SR 010 Resourced Workforce.				
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Risk Methodology and Reporting

4.3 Each strategic risk is populated in Pentana in terms of the following template:

- Risk title and code;
- Description;
- Ownership;
- Potential effect;
- Measures of impact;
- Risk factors;
- Internal controls;
- Risk opportunity; and
- Linked actions.

4.4 Each risk has been scored using a “4 x 4” matrix for likelihood and impact in relation to:

- Current risk (with review dates set at pre-determined intervals); and
- Target risk (i.e. 31 March 2022 - the duration of the Strategic Plan).

The risk descriptors used in the “4 x 4” matrix are as follows:

Likelihood

<u>Score</u>	<u>Descriptor</u>
1	Unlikely
2	Likely
3	Very likely
4	Certain

Impact

<u>Score</u>	<u>Descriptor</u>
1	Minor
2	Moderate
3	Significant
4	Critical

4.5 For ownership, each strategic risk is “Managed By” a Strategic Lead and “Assigned To” a Service Manager. Strategic risks are reported on a bi-annual

basis to the Performance & Monitoring Review Group and Corporate Services Committee.

Service Risk

- 4.6 Following the methodology in 4.3 to 4.4 above, each service has service owned operational risk registers in Pentana; these will be further developed and updated through the 17-22 strategic plan.
- 4.7 The Section Head – Risk & Health and Safety is currently working with the Civil Contingencies Service (CCS) in exploring the risks associated with Britain's exit from the EU and potential impact on services, developing the Council Brexit Contingency Plan which shall be further developed as the council strategic risk once exit takes place.

Strategic Risk Management Training

- 4.8 As part of the Management Development Programme risk management training has been delivered to new and middle managers, another session is being planned for Regulatory Services.
- 4.9 A commitment has also been made to deliver risk management training, through Gallagher Basset, to members of Community Planning West Dunbartonshire. This will be built into the 2019/20 schedule for the partnership.
- 4.10 Through discussion with the procurement and insurance sections and the council's insurance brokers, a more tailored session will be developed and delivered on procurement and insurance risk for the procurement teams by November 2019.

5. People Implications

- 5.1 There are no people implications associated with this report.

6. Financial and Procurement Implications

- 6.1 There are no financial and/or procurement implications.

7. Risk Analysis

- 7.1 Failure to progress on risk management is likely to result in the Council being criticised by External Audit for not having an integrated approach to embedding risk management within the authority with the result that a “no scrutiny required” status will not be achieved.
- 7.2 Progressing with risk management will demonstrate that the Council is taking ownership of risk management so that effective measures will be put in place

for the management of risk. The ability to demonstrate risk ownership should benefit the Council in terms of:

- Understanding risk and its potential impact on the Council's priorities and objectives;
- Reducing insurance premiums going forward by recognising that a mature approach to risk management will contribute to a reduction in the number and value of claims across a range of insurance classifications;
- Contributing towards incident prevention based upon post-incident investigation;
- Meeting statutory/regulatory requirements; and
- Ensuring better partnership working with external and internal partners.

8. Equalities Impact Assessment (EIA)

8.1 An equalities screening was undertaken that identified no impact on a particular protected group.

9. Consultation

9.1 The strategic risks have been discussed with the Strategic Leads and Directors.

10. Strategic Assessment

10.1 At its meeting on 25 October 2017, the Council agreed that its five main strategic priorities for 2017 - 2022 are as follows:

- A Strong local economy and improved employment opportunities;
- Supported individuals, families and carers living independently and with dignity;
- Meaningful community engagement with active empowered and informed citizens who feel safe and engaged;
- Open, accountable and accessible local government; and
- Efficient and effective frontline services that improve the everyday lives of resident

10.2 The strategic risks in 4.1 have been identified to complement the main strategic priorities.

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Appendices:

Appendix 1: Detailed Strategic Risk List

Background Papers:

Report to Council on 25 October 2017 - West
Dunbartonshire Council Strategic Plan 2017-22
Risk Management Framework