

Strategic Risk Register Progress Report

Strategic Risk: Change Management

No	Risk	Sub No.	Sub-Risk	% Overall Weighting	Impact / Consequences	Opportunity	Gross Risk Score			Controls and Mitigation			Nett Risk Score			New / Developing Controls	Risk Manager	CLT Risk Owner	Target Date	Corporate Priority			
							I	L	GS	I	L	NS	I	L	NS								
2	Inadequate Change Management	2a	Unfunded new burdens which the Council is required to deliver to address required change.	30%	Increased financial obligations.	Transformed ways of working.	4	4	16	Analysis of previous patterns and trends.	4	3	12	Deliver a programme of commissioning / service reviews to explore alternative delivery models.	Head of Integrated Commissioning	Director of Adult Services / Director of Children's Services.	March 2019	Organisational Resilience					
					Policy decisions create expectations for residents.														Transformation Board in place to oversee the implementation of significant changes.				
																			Corporate Delivery Unit in place to drive transformation and service improvement.				
		2b	Unpredictability of legal rulings requiring an unexpected change / change to risk environment.	20%	Inability to effectively adapt to the required change.	More efficient working practices.	5	4	20	Anticipation work to assess potential impacts.	5	3	15	Weekly review of an on-line legislation tool with findings reported to the wider Legal Services and clients as appropriate.	Head of Legal	Director of Governance and Partnerships	March 2019	Organisational Resilience					
					Unmanageable level of insurance claims relating to historic abuse / negligence in Unplanned overspends.														Use of court appeals process when appropriate to do so.	Review of insurance coverage and excess on sensitive claims.	Head of Audit and Risk	Director of Resources	January 2019
Impact of ongoing employment law rulings.	External legal advice sourced to ensure appropriate expertise when dealing with insurance claims.																						
2c	Increasing number of looked after children and child protection cases resulting in a need to change the Council's approach.	40%	Unplanned overspends.	Income generation opportunities and application of bids for funding streams.	5	5	25	Robust budgetary control mechanisms.	4	4	16	Continue to implement the Demand Management Plan.	Heads of Service (Children's Services)	Director of Children's Services	March 2019	Organisational Resilience							
			Inability to meet statutory duties.														Opportunities for shared services and for the use of flexible funding streams.	Effective relationships with key stakeholders.	Participate in Dartington research to inform future service provision.	Head of Social Care	Director of Children's Services	September 2018	Organisational Resilience
			Inability to balance the Children's Services budget.														External legal advice sourced to ensure appropriate expertise is available.	Engage with external providers to look at other models of working / provision to help develop a Sufficiency Plan.	Heads of Service (Children's Services)	Director of Children's Services	September 2018	Organisational Resilience	
2d	Further devolution of services and increased partnership working.	10%	Increased financial risk.	Opportunities to change the way in which services are delivered.	4	4	16	Effective relationships with partners / external agencies.	4	3	12	Ensure robust governance arrangements are in place for new working arrangements.	Head of Services	Director of Governance and Partnerships	March 2019	Organisational Resilience							
Overall Nett Risk Score											15.8												

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Sub-Risk: Unfunded new burdens which the Council is required to deliver to address required changes (weighting 30%)		Gross Risk Score	Nett Risk Score
		16	12
<i>Risk Score in 2017/18</i>		20	16
Risk Owner: Director of Adult Services / Director of Children's Services			
Existing Controls in Place:			
<ul style="list-style-type: none"> • Analysis of previous patterns and trends. • Transformation Board in place to oversee the implementation of significant improvement. • Corporate Delivery Unit in place to drive transformation and service improvement. 			
Progress on new controls:			
Control	Risk Manager	Current Position	Outcomes / Results
Deliver a programme of commissioning / service reviews to explore alternative delivery models. (Target Date: March 2019)	Head of Integrated Commissioning	<u>Adult Services</u> <ul style="list-style-type: none"> • The programme of commissioning / service reviews has been completed. • The review of services is now integrated into day to day working in terms of using performance management to inform how services are delivered. • The service work in a reactive environment and continually have to consider new ways of working to address emerging issues such as Provider Fees, Transforming Care and the Delayed Transfer of Care. Heads of Service are willing to pilot new ways of working to inform the identification of the best solutions. • The Chief Executive and Director of Adult Services are part of the Fylde Coast Executive which helps promote coordination between the Council and Health. 	<u>Adult Services</u> <ul style="list-style-type: none"> • CGC quality ratings remain high across Blackpool. • Despite significant change Adult Services has delivered under budget year on year. • Unlike most other local authorities there was no queue for social care over the Christmas period.

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		<p><u>Children's Services</u></p> <ul style="list-style-type: none"> Phase one of the Journey of the Child work is reaching completion with the next stage to enter into a consultation with staff regarding a new structure for delivering services. The work focused on controlling demand and ensuring that the right interventions are used. There is further work to undertake in the next 12-18 months regarding sustainability in light of Troubled Families funding ending in 2020. The Sufficiency Strategy and Commissioning Framework are being reviewed and should be implemented in the next 12 months. 	<p><u>Children's Services</u></p> <ul style="list-style-type: none"> A reduction in demand can be evidenced.
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Sub-Risk: Unpredictability of legal rulings requiring an unexpected change / change to risk environment (weighting 20%)		Gross Risk Score	Nett Risk Score
		20	15
		<i>Risk Score in 2017/18</i>	16
Risk Owner: Director of Governance & Partnerships / Director of Resources			
Existing Controls in Place:			
<ul style="list-style-type: none"> Anticipation work to assess potential impacts. Use of court appeals process when appropriate to do so. External legal advice sourced to ensure appropriate expertise when dealing with insurance claims. 			
Progress on new controls:			
Control	Risk Manager	Current Position	Outcomes / Results
Weekly review of an online legislation tool with findings	Head of Legal	<ul style="list-style-type: none"> The Legal Services Practice Manager has now implemented a process for weekly 	<ul style="list-style-type: none"> Improved awareness of new issues and risks to help

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<p>reported to the wider Legal Services and clients as appropriate.</p> <p>(Target Date: March 2019)</p>		<p>horizon scanning of emerging issues and ensures that the outcomes of these reviews are appropriately communicated.</p> <ul style="list-style-type: none"> Joint management team meetings between Corporate Legal Services and Children's Services Legal Services are now in place. 	<p>identify what mitigations the Council may need to take.</p>
<p>Review of insurance coverage and excess on sensitive claims (in the context of current case law).</p> <p>(Target Date: January 2019)</p>	<p>Head of Audit and Risk</p>	<ul style="list-style-type: none"> A project has now commenced to review the Council's insurance arrangements with a need to ensure that new insurance is procured and implemented by April 2019. As part of the project risk workshops are being held with key stakeholders to ensure that risks are understood and this will include a workshop dedicated to social care. Guidance and a steer in relation to level of coverage will be based on professional advice and affordability. A process has been implemented to ensure the regular review of the level of insurance reserves held. 	<ul style="list-style-type: none"> A reviewed insurance programme will be in place which continues to meet the needs of the Council.

<p>Sub-Risk: Increasing number of looked after children and child protection cases resulting in a need to change the Council's approach (weighting 40%)</p>	<p>Gross Risk Score</p>	<p>Nett Risk Score</p>
	<p>25</p>	<p>16</p>
<p><i>Risk Score in 2017/18</i></p>	<p>25</p>	<p>20</p>
<p>Risk Owner: Director of Children's Services</p>		
<p>Existing Controls in Place:</p> <ul style="list-style-type: none"> Robust budgetary control mechanisms. Effective relationships with key stakeholders. External legal advice sourced to ensure appropriate expertise is available. 		

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Progress on new controls:			
Control	Risk Manager	Current Position	Outcomes / Results
Continue to implement the Demand Management Plan. (Target Date: March 2019)	Heads of Service (Children's Services)	<ul style="list-style-type: none"> • Demand management is a continual process and monthly meetings are held to discuss factors such as sufficiency and links to budgets. • A Continuous Improvement Board is still in place, meet monthly and have oversight of how the Council is managing demand for services. 	<ul style="list-style-type: none"> • A reduction in statutory interventions through an increased focus on early intervention.
Participate in Dartington research to inform future service provision. (Target Date: September 2018)	Head of Social Care	<ul style="list-style-type: none"> • The research has now been completed and will provide a tool which will forecast the impact of different strategic changes based on factors such as costs and number of looked after children. • The research provides independent challenge to local policy changes to help ensure that informed decisions are made. 	<ul style="list-style-type: none"> • Improved demand management and focus on early intervention.
Engage with external providers to look at other models of working / provision to help develop a Sufficiency Plan. (Target Date: September 2018)	Heads of Service (Children's Services)	<ul style="list-style-type: none"> • The Sufficiency Strategy and Commissioning Framework are being reviewed and will be implemented in the next 12 months. • Sufficiency is focused on three key areas including fostering, placements and support in the home and each element is subject to a review. • The sufficiency strategies are linked to the Journey of the Child work and one of the challenges is that to base the strategy on the current cohort of looked after children will not reflect where the Council would like to be. The focus needs to be built on preventing children being looked after rather than statutory intervention. 	<ul style="list-style-type: none"> • A reduction in statutory interventions through an increased focus on early intervention.

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Sub-Risk: Further devolution of services and increased partnership working (weighting 10%)		Gross Risk Score	Nett Risk Score
		16	12
<i>Risk Score in 2017/18</i>		20	12
Risk Owner: Director of Governance & Partnerships			
Existing Controls in Place:			
<ul style="list-style-type: none"> Effective relationships with parties / external agencies. 			
Progress on new controls:			
Control	Risk Manager	Current Position	Outcomes / Results
Ensure robust governance arrangements are in place for new working arrangements. (Target Date: March 2019)	Head of Services	<ul style="list-style-type: none"> The Corporate Delivery Unit is presenting a report to the Corporate Leadership Team which sets out a framework for entering into new arrangements. The framework will require a business case to be prepared and approved by the Corporate Leadership Team prior to any new arrangements being progressed. A SharePoint site has been set up which provides a depository for all information relating to alternative working arrangements such as shared services. 	<ul style="list-style-type: none"> Improved governance of new working arrangements which will be monitored through the Good Governance Group.