

Annual Report of Risk Management Activity: 2022/23



Summary of Key Achievements in 2022/23

- Actions from the independent review of Risk Management commissioned by Internal Audit (ARA) are now complete (*see updates on next page*).
- Introduction of new risk management training, available to all staff through SAP, provided by the Planning & Co-ordination Team (PACT). Over 100 attendees to date.
- Full review undertaken of the *Risk Management Toolkit* for 2022-2025. Refresh of the Risk Management support pages on Staffnet, to include:
 - the revised version of the *Toolkit* and accompanying guidance/strategies;
 - detail of the corporate Risk Management Group (RMG); and
 - details of the new risk management training sessions, bookable through SAP.

[Risk Management - Staffnet](#)

- Introducing **Target Risk** scoring, initially for the Strategic Risk Register (SRR), allowing acknowledgement of where we would like the risk level to be in a realistic world. This will be reviewed each quarter in the same way as the Residual Risk scoring; and will allow us to have an up-to-date understanding of our *Risk Appetite* for each risk.
- Ongoing review of the Strategic Risk Register (SRR) with the Corporate Leadership Team (CLT); changes being applied throughout the year (*see updates from pg 6 below*).
- Formation of the Adults Risk Group and the Children's Risk & Wellbeing Group, meeting at least bi-monthly.
- Regular engagement with the Business Continuity Management Assurance Board, significant programmes/projects, the Major Highway Projects Board, Adult Social Care and Children's Services transformation programmes, etc.
- Maintaining the corporate Risk Management Group (RMG), attended by Directorate reps and specialist advisors, chaired by the Director of Policy, Performance and Governance. Reports are provided to the Corporate Leadership Team (CLT) half-yearly by the Chair (*see Items Discussed during 2022/23, from page 8, below*)

Planned strategic work for 2023/24

- Embedding Target Risk scoring within the SRR and Directorate registers.
- Reviewing consistency of risks included on Directorate risk registers, and escalation/de-escalation processes.
- Inclusion of changed roles and responsibilities to named positions (officers, Members and committees) in the Risk Management Policy Statement & Strategy (RMPSS).

Review of Risk Management (undertaken by TIAA) – update for 2022/23

Areas highlighted in the report (Section 4), for further consideration; all of which were brought to the attention of the Audit & Governance Committee (AGC) and discussed, at their April 2022 meeting:

Areas raised for further consideration	Completed or planned action
<p>1. The Council should consider the role of the AGC and how it satisfactorily discharges its duties with regard to the AGS, the Internal Audit plan and the RMPS&S without sight of the Council's SRR.</p>	<p>A Members' development session was held on 17th June 2022, to discuss this area, approve the approach and to improve information and appropriate debate at AGC. AGC now receive at least twice a year, the SRR, also attached at one of these reporting sessions to the AGS & Annual RM Activity report.</p> <p>Action now closed, part of BAU.</p>
<p>2. The Council should review its risks in the SRR and be satisfied that these are indeed risks and not something else.</p>	<p>A full review of the SRR was undertaken with the CLT on 24 March 2022, with these comments noted; this is now a set process undertaken at least annually.</p> <p>For 2022/23, review and updating has been undertaken by CLT each quarter.</p> <p>Action now closed, part of BAU.</p>
<p>3. Members and the CLT should set the tone from the top and determine the level of risk the Council are prepared to accept on the different service delivery activities and priorities.</p>	<p>With the review and revision of the RM Toolkit, we have established an improved method of determining Risk Appetite for all areas of the Council's business, discussed and developed by the RMG and agreed by CLT.</p> <p>Action now closed, part of BAU.</p>

Areas raised for further consideration	Completed or planned action
<p>4. The risk register should be developed to provide more meaningful data such as how the inherent risks impact the delivery of the Council's objectives, how inherent risks have been reduced to the residual risks and to clearly identify the preventative and recovery controls.</p>	<p>Further development of the presentation of risk information has been undertaken, and risks are now presented within performance reports in this way.</p> <p>This includes better oversight of consequences and mitigations, driving appropriate discussion and challenge.</p> <p>Action now closed, part of BAU.</p>
<p>5. The Council should review its Terms of Reference (ToR) for the Corporate Overview and Scrutiny Committee (COSC) and the AGC to enable adequate and appropriate risk management data to be presented to the AGC to enable it to carry out its duties as currently described in their ToR, CIPFA Guidance, IRM Professional Standards 2015 and ISO 31000 (2018).</p>	<p>A Members' development session was held in June 2022 to discuss this area. We feel the terms of reference are currently correct but could be delivered more effectively, this has since been resolved to Members' satisfaction (as per 1, above).</p> <p>Action now closed, part of BAU.</p>
<p>6. The Council should look to evidence all aspects of the RMPS&S to confirm that the statements made within it are being applied and undertaken in practice. (It is noted the Council is in the process of updating its RMPS&S, which had not been reviewed at this time.</p>	<p>The RMPS&S has now been reviewed and revised for 2022-2025. Work is ongoing with RMG, to improve records of risk improvement activity and Directorate level registers, etc.</p> <p>Action now closed, part of BAU.</p>

Areas raised for further consideration	Completed or planned action
<p>7. The Council should conduct a survey of managers and then all staff to understand their awareness and understanding of risk management and the part they play in assessing risk and in achieving objectives in the most efficient and effective way.</p>	<p>A survey was undertaken in Autumn 2022; the results being shared with the RMG and CLT.</p> <p>Action now closed.</p>
<p>8. The Council should establish ongoing training for managers and staff to better understand risk and its management.</p>	<p>Corporate RM training sessions are now available for all staff and Members. These have been monthly from September 2022, but it is anticipated these will be quarterly going forward. Booking is undertaken via SAP. To date, uptake has been enthusiastic.</p> <p>Action now closed, part of BAU.</p>
<p>9. The Council should develop their Risk Champions to understand the benefits of risk management, the systems involved that manage risks (risk register) and have time allocated to support others in their departments and directorates.</p>	<p>This has been, and continues to be, addressed within the enhanced RMG membership.</p> <p>Action now closed, part of BAU.</p>
<p>10. The Council should support the RMG to further develop and enhance risk management at the Council on its risk maturity journey by - for instance -enabling the Group members specific time for progressing risk management within their own directorates.</p>	<p>Each member of the RMG is of a level to be able to control their own capacity or interact with relevant Directors. Monitoring will continue at the RMG if capacity remains insufficient.</p> <p>Action now closed, part of BAU.</p>

Ongoing Review of the Strategic Risk Register (SRR) with the Corporate Leadership Team (CLT): during 2022/23

New/Amended Risks	Risk Owner	Action Taken
<p><u>SRR 1.2</u></p> <p>Resources are insufficient to deliver the volume of procurement and re-procurement activity, leading to failure to secure the intended outcomes and/or best value through contracts</p>	Rob Ayliffe	Quarter 1 2022/23: Added to the SRR.
<p><u>SRR 1.3</u></p> <p>Failure to ensure the effective management of Health and Safety</p>	Rob Ayliffe	<p>Quarter 1 2022/23: Added to the SRR.</p> <p>Quarter 4 2022/23: Ownership transferred to Steve Mawson.</p>
<p><u>SRR 1.4</u></p> <p>Inadequate contract management or quality assurance arrangements result in GCC being unable to identify, control or manage risks (including health and safety risks) associated with a provider's actions or failure to act.</p>	Rob Ayliffe	Quarter 1 2022/23: Added to the SRR.
<p><u>SRR 1.5</u></p> <p>Failure to be able to demonstrate due regard to the Equalities Act 2010, within council decision making.</p>	Rob Ayliffe	Quarter 1 2022/23: Added to the SRR.
<p><u>SRR 7.9</u></p> <p>Insufficient planning and oversight of international resettlement and asylum immigration including current Ukraine, Afghan, Syrian and Hong Kong programmes, alongside other asylum seeker routes including hotel accommodation, could lead to unpredictable and unsupportable demand on county council services.</p>	Sarah Scott	Quarter 1 2022/23: Added to the SRR.

New/Amended Risks	Risk Owner	Action Taken
<p><u>SRR 7.10</u></p> <p>Implementation of the 'Care Cap' cost of care exercise (section 18.3 of the Care Act) leads to significant resource pressures and overspend.</p>	Sarah Scott	<p><i>Quarter 1 2022/23:</i> Added to the SRR.</p>
<p><u>SRR 8.2</u></p> <p>Failure to ensure identification and understanding of staff fatigue and 'burnout' issues, resulting in impact on staff morale and wellbeing, and service delivery.</p>	Mandy Quayle	<p><i>Quarter 1 2022/23:</i> Added to the SRR.</p> <p><i>Quarter 4 2022/23:</i> Amended on the SRR to amalgamate the wording of both SRR 8.2 and SRR 10.7.</p>
<p><u>SRR 10.7</u></p> <p>Risk of an inability to protect and support GCC employees and partner/contractor key workers through the promotion of wellbeing and guidance on infection prevention and control, personal safety, resilience and mental wellbeing.</p>	Mandy Quayle	<p><i>Quarter 1 2022/23:</i> Added to the SRR (from the risk register of GCC Gold).</p> <p><i>Quarter 4 2022/23:</i> Archived and wording amalgamated with SRR 8.2.</p>
<p><u>SRR 10.8</u></p> <p>Community isolation, operational and financial impacts through the withdrawal of the Government's Bus Recovery Subsidy (BRS) prior to passenger levels returning to pre-Covid levels; and the reduction/withdrawal of specific bus services by the existing contractor and difficulties in the market with attracting alternative contractors</p>	Colin Chick	<p><i>Quarter 1 2022/23:</i> Added to the SRR (from the risk register of GCC Gold).</p>

Risk Management Group (RMG): 2022/23 Discussion Items

Items Discussed	Outcomes
<p><u>Quarter 1: June 2022</u></p> <p><i>Risk Management Annual Report 2022/23 for Activity during 2021/22: progress with outcomes of the CLT annual review of the SRR.</i></p> <p><i>Discussion regarding the review and revision of the RM Toolkit and enhancement of the measurement of Risk/Opportunity Appetite across the business</i></p> <p><i>Summary updates from Risk Champions and Specialist Areas (and emerging risks)</i></p>	<p>Summary provided of the content of the report, in particular:</p> <ul style="list-style-type: none"> • updating the agreed actions in response to the Review of Risk Management report; and • detail of work completed and ongoing, with regards to the CLT annual review of the SRR, All amendments/wording of new risks discussed and agreed with the relevant risk owners. <p>Discussion, with paper provided, was undertaken with regards to the following:</p> <ul style="list-style-type: none"> • Defining risk/opportunity appetite across the business; options included: <ul style="list-style-type: none"> ▪ Defining categories of risk (probably no more than five), setting a scoring method, and deciding the levels of appetite to use. ▪ Enhancing the current Target scoring currently in use, to be able to logically consider where our 'comfortable point' is situated, with individual/collective risks/opportunities. <p>Consensus was around the second option.</p> <p>General discussion around current and/or emerging specific areas of concern.</p>

Items Discussed	Outcomes
<p><u>Quarter 2: September 2022</u></p> <p><i>The latest Gloucestershire Community Risk Register (via the Local Resilience Forum (LRF)) and the current GCC Strategic Risk Register (SRR) – comparison of risks included and their risk ratings on both registers.</i></p> <p><i>Sharing of Directorate risk registers (as received by RMG). Brief analysis undertaken to establish variants and similarities.</i></p> <p><i>Summary updates from Risk Champions and Specialist Areas (and emerging risks)</i></p>	<p>Discussion of the included risks and their risk ratings; consensus generally that all of the highlighted risks on the Community Risk Register were reflected in the current GCC Strategic Risk Register and/or issues discussed in established groups.</p> <p>Discussion points:</p> <ul style="list-style-type: none"> • Concerns were raised with the difficulties of ensuring people’s understanding of the importance of the registers and their risks, the need for regular review and updating, and how strategic risks and service plans should be considered alongside. • General discussion regarding the examples of Directorate risk registers provided, in particular levels of risks included and formats. <p>General discussion around current and/or emerging specific areas of concern.</p>

Items Discussed	Outcomes
<p><u>Quarter 3: December 2022</u></p> <p><i>Risk areas to be considered for inclusion on the SRR, from the GCC Gold register (Covid-related)</i></p> <p><i>Launch of the new Risk Management page on Staffnet, with the revised Risk Management Toolkit for 2022-2025</i></p>	<p>Risks discussed and agreed to be referred to the CLT for a decision.</p> <p>Confirmation of the launch and notification of appropriate communications.</p>

<p><i>Progress report: the new Corporate Risk Management training</i></p> <p><i>Progress report: results from the recent Risk Management Survey for Managers</i></p> <p><i>Summary updates from Risk Champions and Specialist Areas (and emerging risks)</i></p>	<p>Feedback was provided by a member of the Planning & Co-ordination Team (PACT)</p> <p>Results were shared with RMG members and discussion undertaken.</p> <p>General discussion around current and/or emerging specific areas of concern.</p>
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Items Discussed	Outcomes
<p><u>Quarter 4: March 2023</u></p> <p><i>Discussion on determining ‘what is a strategic risk?’, and on ‘how many strategic risks should there be?’</i></p> <p><i>Discussion on the importance of reviewing/amending Target Risk scoring for all SRR risks, at each quarter’s reporting.</i></p> <p><i>Feedback on the GCC cyber-risk exercise undertaken in November 2022.</i></p> <p><i>Summary updates from Risk Champions and Specialist Areas (and emerging risks).</i></p>	<p>General discussion. Some suggested recommendations agreed by RMG members, which will be shared with the CLT for discussion.</p> <p>General agreement that Sally Coates (Senior RM Advisor) and Darren Skinner (Head of will take this forward.</p> <p>A paper was provided by Ian Griffiths (Civil Protection) and discussed.</p> <p>General discussion around current and/or emerging specific areas of concern.</p>