



Report to Audit and Governance Committee

Date:	17 January 2024
Title:	Risk Management Group Update
Relevant councillor(s):	N/A
Author and/or contact officer:	Maggie Gibb, Head of Business Assurance (& Chief Auditor)
Ward(s) affected:	N/A
Recommendations:	Members are recommended to note the report
Reason for decision:	N/A

1. Executive summary

- 1.1 The purpose of the report is to provide an update on the Risk Management Group meeting held on 20 November 2023.
- 1.2 The Council's Risk Management Framework, including the Terms of Reference for the Risk Management Group, was approved by the Audit and Governance Committee in June 2021.

2. Content of report

- 2.1 For the Risk Management Group meeting held on 20 November 2023, the group considered the Adults & Health Risk Register. This was presented by the Corporate Director for Adults & Health, the Service Director for Strategy, Improvement and Governance and the Head of Finance for Adults & Health.
- 2.2 The key risk themes were as follows:
- 2.3 **A-B-05 Safe and Effective Services** - IF providers in the market cannot deliver safe and effective services THEN the Council will not be able to meet its statutory responsibilities.

- 2.4 **A-B-06 Market Sustainability** – IF the IF the market experiences significant financial pressures, such as a reduction in self-funders, increasing inflation , THEN provider viability may be impacted and key resource within the market lost.
- 2.5 **A-B-15 Health Inequalities** – IF we fail to address health inequalities (including those exacerbated by COVID) THEN there will be greater demand on Council services and affected people will be less able to live independently for longer (Better Lives Strategy ambition).
- 2.6 **A-B-19 Workforce** - IF appropriate levels of trained and qualified staff cannot be maintained across Adult Social Care services, THEN the council may not fulfil its statutory obligations and adequately protect the safety of vulnerable residents.
- 2.7 **A-B-10 Hospital Discharge** – IF medically optimised patients are not promptly assessed and discharged from hospital, THEN there would be significant impact to the system and on individuals needing care.
- 2.8 **A-B-21 Care Quality Commission (CQC) Assurance Preparation** - IF the council receives a poor CQC inspection assessment THEN there will be reputational harm and other impacts.
- 2.9 **A-B-22 Adults & Health Improvement Programme** - IF adequate resource and capacity is not available, THEN the Adults and Health Improvement Programme will not deliver anticipated benefits including Medium Term Financial Planning (MTFP) savings delivery.
- 2.10 **A-IC-ASC-24 Care Provider - Change Management** - IF the identification and transition to a sustainable solution is not developed and implemented THEN there will be a detrimental impact from unmanaged risk in relation statutory duty, finance, and reputation.
- 2.11 **A-KF-01 Managing Demand** – IF demand for services increases beyond forecasts, THEN there is a risk of an overspend on the budget.
- 2.12 **A-KF-03 Forecasting and Monitoring** – IF the Directorate is unable to accurately forecast spend THEN unexpected changes may lead to significant disruption to other services, with a need to make savings in the short-term.
- 2.13 **A-KF-05 Unsecured Debt** – IF debt is uncollected additional cost will fall upon Adult Social Care (ASC) creating budget pressures.
- 2.14 **A-KF-06 MTFP Savings** - IF MTFP savings are not delivered THEN there will be significant additional pressures on the ASC budget.

- 2.15 **A-KF-08 Market Sustainability and Inflation (Finance)** - IF providers experience inflation above the amount forecast by the local authority, THEN there is a risk that prices will rise or providers will fail.
- 2.16 **A-KF-10 Hospital Discharge (Integrated Care Programme)** - IF the funding available for hospital discharge (through better care funding) is not sufficient to cover the cost of the programme, THEN further funding may be required by the Integrated Care Programme.
- 2.17 The risks were discussed in detail, as well as the mitigating actions being challenged by the members.
- 2.18 New risks, risks which had been de-escalated or closed and a sample of non-escalated risks were included in the report from Adults & Health.
- 2.19 The Group also considered the latest version of the Strategic Risk Register which had last been reviewed and discussed by the Corporate Management Team in November 2023. It was noted that the Corporate Management Team had agreed that a highways risk relating to winter pressures should be added to the strategic risk register.

3. Other options considered

- 3.1 N/A.

4. Legal and financial implications

- 4.1 None.

5. Corporate implications

- 5.1 None.

6. Local councillors & community boards consultation & views

- 6.1 N/A.

7. Communication, engagement & further consultation

- 7.1 N/A.



8. Next steps and review

- 8.1 The last meeting of the Risk Management Group was held 18 December 2023. The next meeting of the Risk Management Group is to be held on 29 January 2024. Updates from these meetings will be provided at the next Audit and Governance Committee meeting.

9. Background papers

None.

10. Your questions and views (for key decisions)

- 10.1 If you have any questions about the matters contained in this report please get in touch with the author of this report. If you have any views that you would like the cabinet member to consider please inform the democratic services team. This can be done by telephone 01296 382343 or email democracy@buckinghamshire.gov.uk.

