

# Audit Committee

07 July 2016



<b>Title</b>	Corporate Risk Management		
<b>Purpose of the report</b>	To note		
<b>Report Author</b>	Internal Audit Manager, Punita Talwar		
<b>Cabinet Member</b>	Councillor Howard Williams	<b>Confidential</b>	No
<b>Corporate Priority</b>	Value for money Council		
<b>Cabinet Values</b>	Accountability		
<b>Recommendations</b>	<b>That the Committee notes the report.</b>		

## 1. Key issues

- 1.1 The Corporate Risk Register ensures key risks are identified, managed and monitored. Management Team has reviewed the Corporate Risk Register (**Appendix 1**).
- 1.2 Significant issues to report are:
  - (a) **Business Continuity and Emergency Planning** – Whilst the Group Head for Commissioning and Transformation meets regularly with Applied Resilience to consider satisfactory delivery of programmes, there is scope for monitoring processes to assess actual performance against specific targets and expected outcomes, which would provide more meaningful analysis.
  - (b) **ICT Strategy** - The Head of ICT has prepared a formal strategy, to be passed to MAT for approval. This should be consistent with the core objectives of the Council, ensuring effective use of resources and service delivery.
  - (c) **Failure in Service Delivery**- There continues to be prolonged staff vacancies in a number of areas despite incentives offered, in particular Housing, Environmental Health, Building Control and Planning. This effects the ability to deliver a good quality Service as well as having a consequential negative effect on other Services. The former Head of Human Resources has been commissioned to carry out specific research on recruitment and retention practices elsewhere and propose a way forward for Spelthorne Management Team to consider.

- (d) **Housing** – There are continued pressures on the Housing Service as a result of many factors, e.g. London Boroughs increased use of Spelthorne properties, limitations of the Local Housing Allowance, and A2D rents unaffordable, insufficient affordable properties being built and the Benefit Cap. A model for the strategic way forward in delivering the Housing function has been drafted and is to be formally agreed.
- (e) **Procurement - Leisure Centre Contract** – As the current Leisure Centre contract ceases in 2021, options for Leisure Centre provision from 2021 need to be reviewed. A dedicated project team should be set up promptly to decide project objectives, allocation of roles and responsibilities, and timetables. Project progress needs to be monitored against the plan to ensure satisfactory delivery of outcomes to time and within budget.
- (f) **Debt Recovery-** The Corporate Debt group continue to encourage the strengthening of recovery processes. Debt recovery training for relevant staff has been provided, with a view to improving skills and enhancing recovery rates. Targets should be set for keeping aged debt to a minimum, as a recent internal audit review identified that the level of aged debt was high. The Deputy Chief Executive (Terry Collier), in his capacity as S151 Officer, will be reviewing a monthly status report on 'at risk' debts i.e. higher value aged debts over 6 months old in order to confirm that suitable recovery action has been taken, and where attempts have been exhausted, ensuring write- off action is pursued.

## 2. Options analysis and proposal

Either:

- i. To note and accept the contents of the Corporate Risk Register. The revised register is considered to be an accurate reflection of the high level risks affecting the Authority, as well as the progress made on actions previously proposed, based on our assessment of risk and controls in operation. (**Preferred option**)

Or:

- ii. To recommend amendments to the Corporate Risk Register for consideration by the Corporate Risk Management Group.

## 3. Financial implications

- 3.1 Resources required (staff time) to implement actions proposed in the Corporate Risk Register should be contained within existing budgets.

## 4. Other considerations

- 4.1 The Corporate Risk Register covers a wide range of risks and associated consequences including failure to deliver corporate objectives, failure in service delivery, financial losses, poor value for money, health and safety incidents, legal challenges and reputational damage.

## 5. Timetable for implementation

- 5.1 The Corporate Risk Register shows officers responsible for progressing actions, together with timescales for implementation. The register is reviewed and updated three times a year by Audit Services.

**Background papers:** There are none.

**Appendices: Appendix 1 – Corporate Risk Register**