

**READING BOROUGH COUNCIL
DIRECTOR OF CORPORATE RESOURCES**

TO:	AUDIT & GOVERNANCE COMMITTEE		
DATE:	24th January 2019	AGENDA ITEM:	7
TITLE:	STRATEGIC RISK REGISTER Q3		
LEAD COUNCILLOR:	COUNCILLOR BROCK	PORTFOLIO:	CORPORATE AND CONSUMER SERVICES
SERVICE:	FINANCE	WARDS:	N/A
LEAD OFFICER:	PAUL HARRINGTON	TEL:	9372695
JOB TITLE:	CHIEF AUDITOR	E-MAIL:	Paul.Harrington@reading.gov.uk

1. PURPOSE OF REPORT

- 1.1 This report outlines the Q3 update of the Strategic Risk Register.
- 1.2 The Register is presented to the Council's Audit & Governance Committee a minimum of six monthly or quarterly in the case of any risks where the position has worsened or for residual red risks where the Audit & Governance Committee shows a particular interest. It was last presented to the Committee in Aug 2018.
- 1.3 The following documents are appended:
- Appendix 1 - the Council's Corporate (Strategic) Risk Register.

2. RECOMMENDED ACTION

- 2.1 The committee are requested to consider the Council's strategic risks as of Dec 18 (end of Q3).

3. KEY ISSUES

- 3.1 Risk management is a key part of corporate governance. Good risk management will help identify and deal with key Strategic risks facing the Council in the pursuit of its goals and is a key part of good management, not simply a compliance exercise. Risk management and internal control are important and integral parts of a performance management system and crucial to the achievement of outcomes. They consist of an ongoing process designed to identify and address significant risks involved in achieving the Council's outcomes.
- 3.2 The Strategic Risk Register has been developed to provide a concise, focused and high level overview of Strategic risks that can be easily communicated to

all staff, councilors and stakeholders (e.g. Council's Insurers). It should, however, always be supplemented by the more detailed directorate/service/project risk registers.

- 3.3 Although guidance is provided in relation to the scoring of risks, with a view to providing as much consistency as possible, it still remains very much a subjective process. The primary aim of the Strategic Risk Register is to identify those key vulnerabilities that CMT consider need to be closely monitored in the forthcoming months and, in some instances, years ahead. In many cases this will be because the risk is relatively new and, whilst being effectively managed, the associated control framework is yet to be fully defined and embedded. In such circumstances it follows that not only will the potential impact be large, but the risk of likelihood of occurrence could also be increased. Furthermore, it is possible that the likelihood can be influenced by events outside of the Council's control e.g. the economic climate and its impact on financial planning, or severe weather etc.
- 3.4 Risk appetite was introduced to our risk register in 2018. This is consistent with the Institute of Risk Management which advises that risk appetite should be identified for each risk. *Risk appetite is the amount of risk that an organisation is willing to seek or accepts in order to meet its long term objectives.*
- 3.5 Given the revised format identifies risk appetite for each individual risk, the previous colour coding of red, amber and green based on a single assessment of risk tolerance would be confusing and hence the analysis of red, amber and green will now be based on the extent of the gap between the current residual risk and the risk appetite.
- 3.6 In order to focus senior management and Member attention on areas of greatest risk, the Register should include only the key current risks that have not been mitigated down to the risk appetite level. Hence it is proposed that where risks have been rated as green for 2 or more consecutive quarters they should be removed from the Register. These can be re-instated should the risk rise again.

4. CONTRIBUTION TO STRATEGIC AIMS

- 4.1 Regular review of the Strategic Risk Register is an integral part of effective risk management arrangements and corporate governance. Identifying risk appetite enables the Council to clarify the extent of risk mitigation required in order to achieve its strategic aims.

5. COMMUNITY ENGAGEMENT AND INFORMATION

- 5.1 N/A

6. LEGAL IMPLICATIONS

- 6.1 There are no specific legal implications arising from the recommendations in this report"

7. FINANCIAL IMPLICATIONS

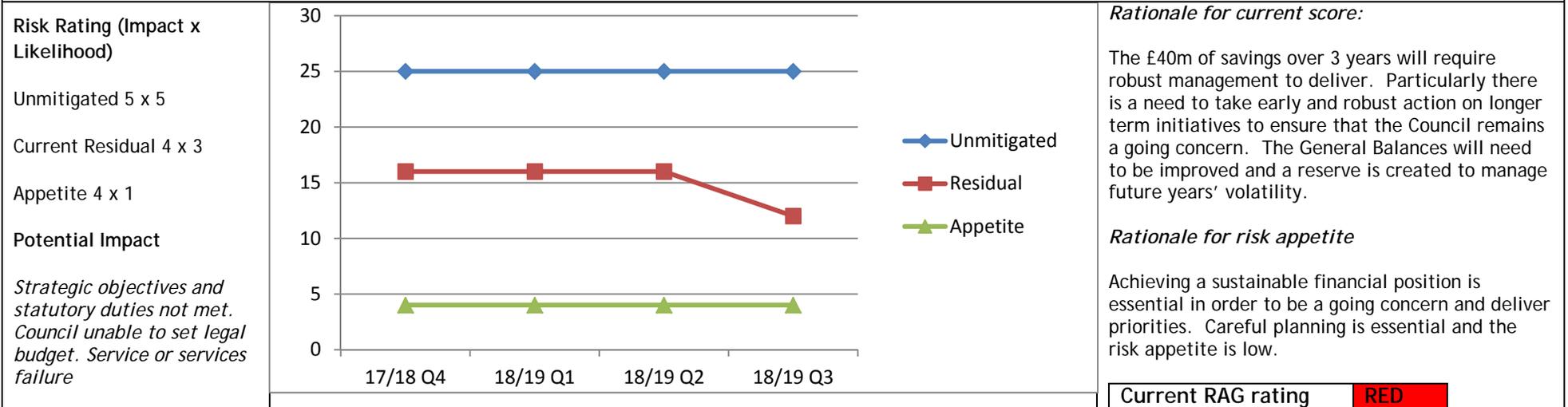
7.1 N/A

8. BACKGROUND PAPERS

8.1 Appendix 1 - the Council's Corporate (Strategic) Risk Register.

<p>Risk 1: The council does not create and deliver a sustainable Medium Term Financial Plan and/or achieve a balanced budget.</p>	<p>Risk Owner: CMT</p>
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Corporate Priority: Ensuring the Council is fit for the future



Current RAG rating RED

<p>Current Actions (What we are currently doing about the risk - Causes Unmitigated Score to reduce to Residual)</p> <ul style="list-style-type: none"> • MTFS for the period 2018-2021 has now been approved by Council • Robust monitoring arrangements are in place re delivery of savings and tracking of budget pressures • Savings being managed by 8 Corporate Programme Boards with CMT sponsor • Delivery Fund allocations have been aligned with Programme Boards on gateways to access funding which are managed via the Board structure. Spend is agreed where appropriate • A revised strategy for use of Capital Receipts was submitted to Policy Committee in June • The annual refresh of the MTFP is underway. 	<table border="1"> <thead> <tr> <th style="width: 70%;">Further Mitigation (what more should we do to reduce residual risk to our risk appetite level) and opportunities</th> <th style="width: 15%;">Officer (s) responsible</th> <th style="width: 15%;">Target date</th> </tr> </thead> <tbody> <tr> <td>Revision of 2018/19 budget and MTFS completed. It takes account of actual and emerging pressures with an appropriate contingency. Robust monitoring and early delivery of savings is now required to give confidence that the MTFS is deliverable.</td> <td>Head of Finance/ CMT</td> <td>Ongoing</td> </tr> <tr> <td>Thorough review of all savings proposals for current and future years being undertaken as part of the Autumn Budget Setting Process and any potential shortfall will be built into the identified gap / need for risk provision</td> <td>CMT</td> <td>Complete</td> </tr> <tr> <td>Budget monitoring incorporates the savings delivery plan as a separate report, with mitigation plans to be implemented for those savings at risk (Red/Amber RAG status)</td> <td>CMT</td> <td>Ongoing</td> </tr> <tr> <td>Review of MRP requirement for current and future years being picked up as part of Autumn Budget setting process incorporating both capital and revenue forecasts. Implications of Feb 2018 Capital Finance Regulations has been assessed with relation to Homes for Reading / Investment Property proposals and report being written as to how the Council may continue its previous policy of making such investments to generate a return</td> <td>Head of Finance</td> <td>Jan 2018/19</td> </tr> </tbody> </table>	Further Mitigation (what more should we do to reduce residual risk to our risk appetite level) and opportunities	Officer (s) responsible	Target date	Revision of 2018/19 budget and MTFS completed. It takes account of actual and emerging pressures with an appropriate contingency. Robust monitoring and early delivery of savings is now required to give confidence that the MTFS is deliverable.	Head of Finance/ CMT	Ongoing	Thorough review of all savings proposals for current and future years being undertaken as part of the Autumn Budget Setting Process and any potential shortfall will be built into the identified gap / need for risk provision	CMT	Complete	Budget monitoring incorporates the savings delivery plan as a separate report, with mitigation plans to be implemented for those savings at risk (Red/Amber RAG status)	CMT	Ongoing	Review of MRP requirement for current and future years being picked up as part of Autumn Budget setting process incorporating both capital and revenue forecasts. Implications of Feb 2018 Capital Finance Regulations has been assessed with relation to Homes for Reading / Investment Property proposals and report being written as to how the Council may continue its previous policy of making such investments to generate a return	Head of Finance	Jan 2018/19
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Risk 2: Insufficient or lack of capable staff resources to deliver our services in an effective and efficient manner **Risk Owner:** Head of HR & Organisational Development

Corporate Priority: *Ensuring the Council is fit for the future*

Risk Rating (Impact x Likelihood)

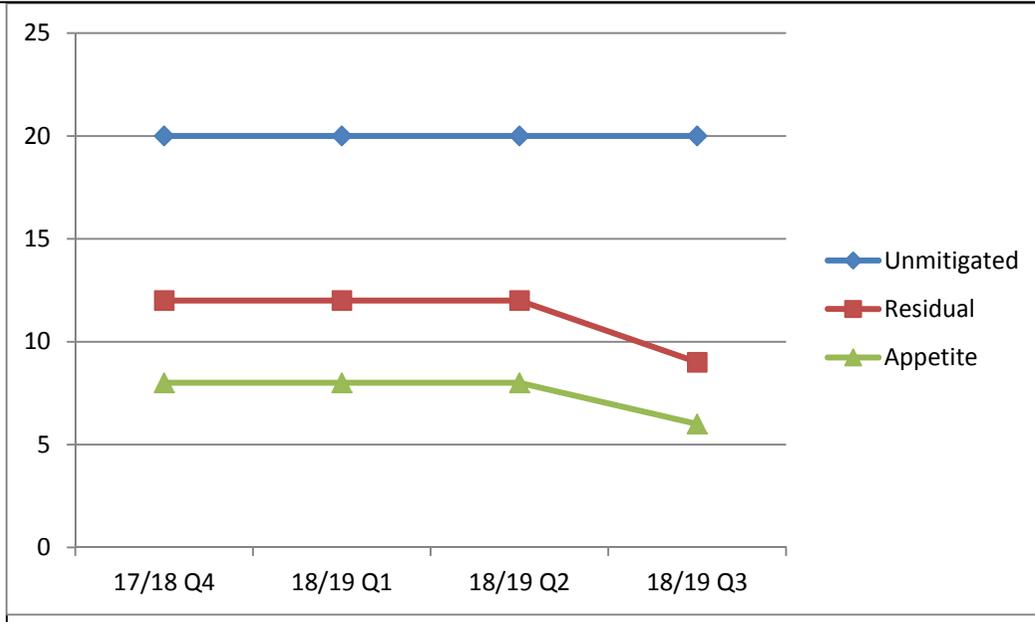
Unmitigated 4 x 5

Current Residual 3 x 3

Appetite 3 x 2

Potential Impact

Failure to meet demand. Statutory duties not met. Negative impact on staff motivation and stress related illness.



Rationale for current score:

Managing delivery of ongoing services during a period of significant change with reduced staffing resources due to redundancy, retirement, sickness, staff resources diverted to the transformation programme and difficulties in recruiting to certain specialist posts

Rationale for risk appetite

In order to implement the Transformation Programme it will be necessary to reduce staffing levels and is accepted that will put pressure on managing and delivering services hence appetite is high.

Current RAG rating AMBER

- Current Actions** *(What we are currently doing about the risk- Causes Unmitigated Score to reduce to Residual)*
- Ensure that managers are carrying out 1:1's, appraisal and team meetings at a local level
 - 90% of staff had appraisals for 17/18 completed by March 2018 (next appraisals due by end of February 2019).
 - Staff are reminded regularly of HR guidance on stress management and about the Employee Assistance Programme.
 - Reviewing approach to Organisational Development and training
 - Reviewing HR policy framework
 - Service restructures Finance & HR completed
 - Recruitment resource and skills enhanced together with wider advertising of posts in order to attract high calibre staff to the Council

Further Mitigation (what more should we do to reduce residual risk to our risk appetite level) and opportunities	Officer responsible	Target date
Update HR policies and procedures	Head of HR	December 19
Implement OD strategy and introduce Team Reading programme board to oversee the delivery plan	Head of HR & Director of Resources	Complete
Appointments to vacant posts all made and staff now either in post or due to commence shortly (with pro-tem agency cover in the meantime). Two posts have subsequently become vacant due to resignation / internal moves - both of which are out to advert	Director of Resources & Head of Finance	Mar 19
Reduce agency spend	CMT	Ongoing

Risk 3: Information created, accessed, handled, stored, protected and destroyed by the Council and its service areas is not managed in compliance with legislation or local policies. Council services do not fully understand or manage the risks such non-compliance involves therefore not making informed, risk based decisions.

Risk Owners: Head of Legal/ Head of Customer Services

Corporate Priority: *Ensuring the Council is fit for the future*

Risk Rating (Impact x Likelihood)

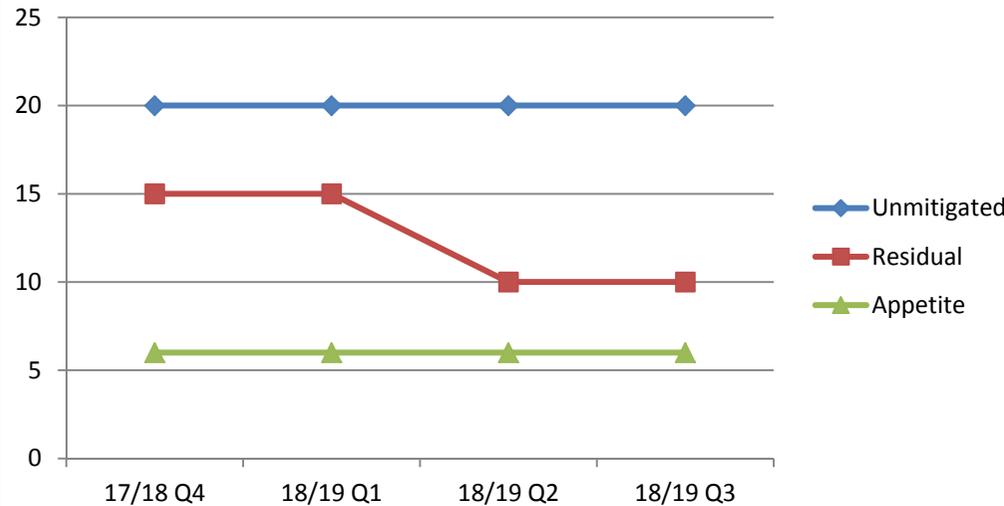
Unmitigated 5 x 4

Current Residual 5 x 2

Appetite 3 x 2

Potential Impact

Fines/penalties, reputation damage, service failure.



Rationale for current score:

The likelihood has reduced slightly following staff awareness training, however fines are increasing, hence potential impact remains high.

Rationale for risk appetite

In addition to the financial risk, financial penalties are now very high, hence the Council will seek to minimise the risk of these being incurred.

Current RAG rating RED

Current Actions *(What we are currently doing about the risk- Causes Unmitigated Score to reduce to Residual)*

- Ongoing corporate training programme for data protection, raising awareness with staff groups of the need to handle personal data securely and properly. Data Protection Training is mandatory for all staff.
- GDPR Project team established and working towards GDPR compliance so as to avoid large penalties and fines.
- Data Protection Officer in place following staff resignation.
- GDPR e-learning module has been rolled out to staff and made mandatory for staff to complete. Face to Face Data Protection refresher training is available for staff as and when needed. GDPR briefing sessions were also held for staff by the GDPR team and each session was fully attended by staff. These sessions outlined the changes in legislation and what was required for compliance.
- Data Protection policy and Breach Management policy completed and on the Information Governance Pod for staff to access. Subject Access Request guide updated also. These will be reviewed annually. Monitoring awareness will be ongoing.
- Privacy Notices have been updated for each service area and made available to service users. This will be under constant review and updated

Further Mitigation (what more should we do to reduce residual risk to our risk appetite level) and opportunities	Officer responsible	Target date
Need to test application of training by officers and monitor both the effectiveness and that the right staff handling sensitive data is prioritised.	CMT	Ongoing
GDPR introduces increased fines and data subjects' legal right to compensation. The latter is likely to create a spawn of litigation that will be very costly and labour intensive to manage, plus reputational damage	CMT	Ongoing

<p>should there be any change as to how personal is processed.</p> <ul style="list-style-type: none">• Teams have completed DPIA's documenting what personal they are processing. These are to be reviewed annually.• The Council now has retention schedules for each directorate. All retention schedules have been updated and will be reviewed to ensure they are compliant with any future updates. The retention schedules are available to all staff and all directorates are expected to follow them to ensure compliance.	
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Risk 4: The Council does not follow its own governance procedures leading to failure to deliver services and/or value for money and/or it can be challenged through a legal process **Risk Owners:** Head of Legal/ Director of Resources

Corporate Priority: *Ensuring the Council is fit for the future, Securing the economic success of Reading. Improving access to decent housing to meet local needs. Protecting and enhancing the lives of vulnerable adults and children, Keeping Reading's environment clean, green and safe. Promoting great education, leisure and cultural opportunities for people in Reading*

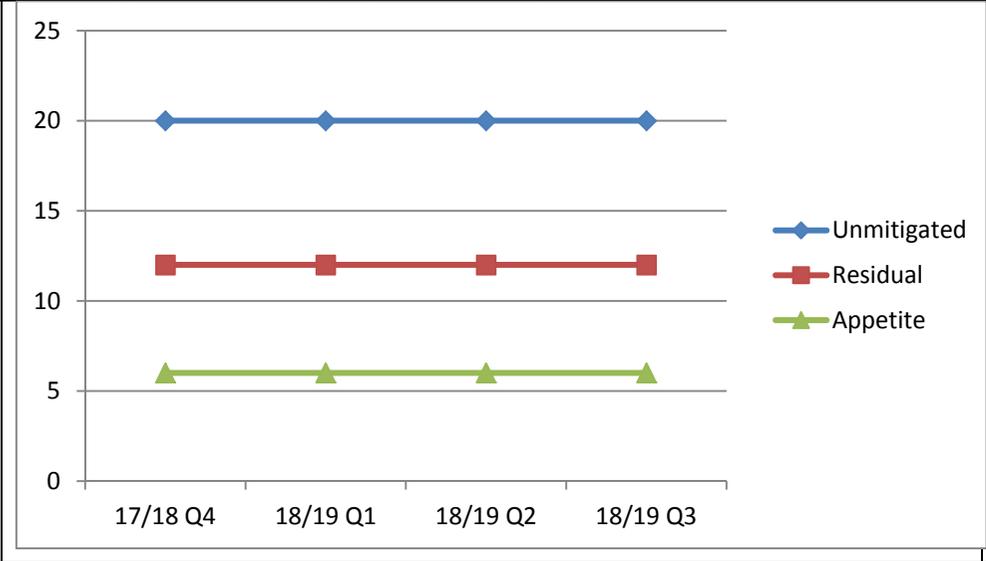
Risk Rating (Impact x Likelihood)

Unmitigated 5 x 4

Current Residual 4 x 3

Appetite 3 x 2

Potential Impact
Breach of governance procedures could lead to adverse Ombudsman, Ofsted, External Audit, Care Quality Commission opinions and/or Legal challenge from those who interact with the Council



Rationale for current score:

While controls are in place, they are not always being followed. Processes are improving as are training and policies, but the impact of this is not yet proven. The Council's AGS suggests progress still needs to be made to reduce the residual risk.

Rationale for risk appetite

A Council should be a model of propriety and control to ensure confidence in its handling of public assets. Hence the likelihood of non-compliance should be at a minimal level. Good governance underpins all work to achieve the Council's targets

Current RAG rating RED

- Current Actions (What we are currently doing about the risk- Causes Unmitigated Score to reduce to Residual)**
- Follow up on Audit Recommendations to ensure that they are all dealt with fully so that systems, processes and compliance are improved. Recommendation tracker presented to A&G along with limited assurance audit reports in full.
 - The induction programme for new members of staff includes guidance to certain key governance policies (including the Code of Conduct);
 - Staff code of conduct issued with contracts of employment for all staff
 - Strategic risk register to be kept up to date and reviewed promptly.
 - Roll out of net consent for policy management; recently used for GDPR training.
 - Risk management training completed or planned for Heads of Service & Directors
 - Code of Conduct relaunched.
 - Budget managers trained in Nov 17
 - Refreshed anti-fraud & corruption and anti-money laundering policy approved by policy committee in April 2018.

Further Mitigation (what more should we do to reduce residual risk to our risk appetite level) and opportunities	Officer responsible	Target date
A new budget management training module is in progress of being prepared and will be rolled out across the organisation in the Autumn	Head of Finance	Jul 18
Local Code of Corporate Governance for RBC to be updated to conform to CIPFA/SOLACE guidelines.	Policy Officer	Sept 18
Continue to use the Directorate Performance Steering Groups to drive compliance	Head of Finance	Continuous
Financial Regulations are currently being updated and will be rolled out as soon as approved	Head of Finance/ Director of Resources	Q3
HR policies and procedures are being reviewed and updated	Head of HR	December 2019

Risk 5: Failure of major contract causes financial, service delivery, legal and H&S issues which directly impact the Council - (Care Homes, Home Care, ICT, OOH Call Handling, EDS etc)

Risk Owners: Head of Strategic Commissioning, Quality and Wellbeing (DACHS)

Corporate Priority: *Ensuring the Council is fit for the future, Securing the economic success of Reading. Protecting and enhancing the lives of vulnerable adults and children.*

Risk Rating (Impact x Likelihood)

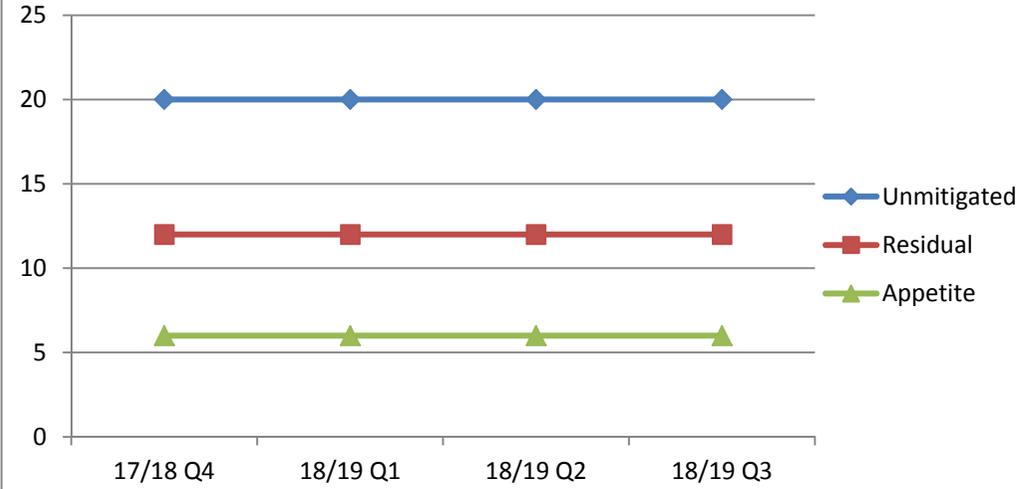
Unmitigated 5 x 4

Current Residual 4 x 3

Appetite 3 x 2

Potential Impact

Disruption to services. Failure to meet statutory duties



Rationale for current score:

Increasing pressure on children's/adults social care due to changing demographics.

Rationale for risk appetite:

Tolerance is relatively low due to knock on effect on service delivery

Current RAG rating	RED
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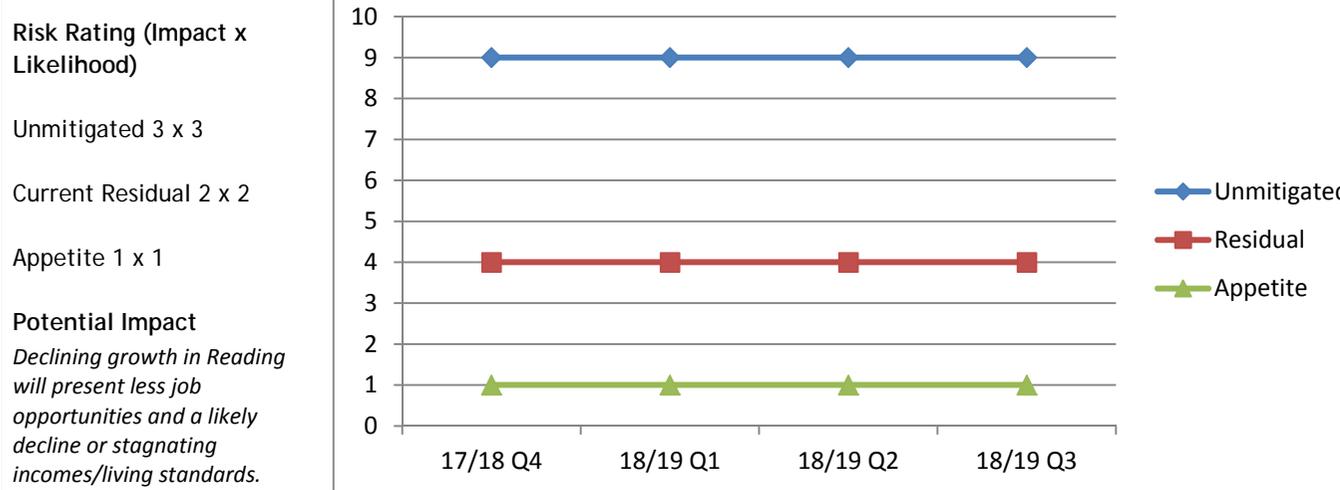
- Current Actions (What we are currently doing about the risk- Causes Unmitigated Score to reduce to Residual)**
- Providers are required to have a business continuity plan in addition where the provider is not an RBC run service the plans of each independent provider are checked as part of the ASC contract monitoring procedures.
 - Contracts with the voluntary sector retendered and being implemented.
 - Agreed a Section 75 for the Better Care Fund
 - Business Continuity Plans reflect critical functions.
 - Key contracts are monitored on a regular basis as part of the contract performance mechanisms in place for all contractors. This should address any capacity or performance issues that might indicate that there may be issues with financial/general viability
 - Financial assessments of tenderers undertaken for all major contracts let by the Council and annual financial assessment checks where appropriate for major contractors
 - To raise profile of having effective contract management in place
 - The ASC provider failure protocol has recently been updated and approved

Further Mitigation (what more should we do to reduce residual risk to our risk appetite level) and opportunities	Officer responsible	Target date
Plans to shape the market place are progressing well - this includes community and faith sector, homecare, care homes and supportive living services across Reading - issue of new dynamic framework contracts that are fit for the future	Head of Commissioning - DACHS	Q1 19/20
The implementation of the Directorates Strategy for Adults and Health "Supporting Our Future", Three Year Commissioning Plan, and Market Position Statement.	Head of Commissioning - DACHS	Q4 18/19
Market engagement events in place - consulting the views of providers on cost of care modelling and quality monitoring.	Head of Commissioning - DACHS	Q4 18/19
Seeking solutions to work SMARTER across Children and Adults - commissioning under prevention frameworks.	Head of Commissioning - DACHS / Head of Procurement	2019/20

Risk 6: Insufficient vision and strategy for regeneration and economic growth leading to a lack of long-term investment in strategic infrastructure and consequential decline in economic growth and prosperity in Reading and the wider sub-region.

Risk Owners: Director of Environment & Neighbourhood Services

Corporate Priority: *Securing the economic success of Reading*



Rationale for current score:

Reading's (and the wider Thames Valley) economy remains relatively buoyant but will potentially be negatively affected by wider economic trends, including the impact of Brexit. The Council's role in creating the right conditions for growth is however significant.

Rationale for risk appetite:

The economic success of the town is critical to quality of life and also has an inherent link to demands on Council services as well as income.

Current RAG rating **RED**

Current Actions (What we are currently doing about the risk- Causes Unmitigated Score to reduce to Residual)

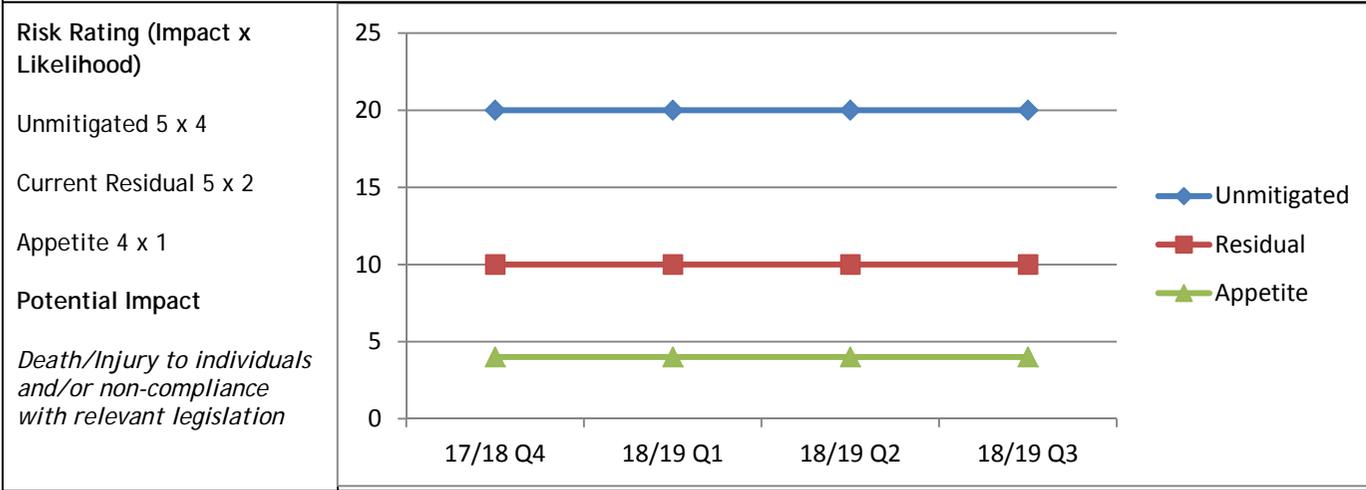
- A33 MRT schemes underway - phases 1 & 2 delivered, phases 3 & 4 due for completion end 2019. (Future phases subject to funding).
- Green Park station project - site mobilisation works commenced in Autumn 2018 with station opening in Winter 2019
- Cow Lane Bridges widening - Work underway, scheduled to be re-open to 2 way traffic Summer 2019.
- East MRT - Revised planning application refused by Wokingham Borough Council. Approved capital grant funding from the Local Enterprise Partnership now has to be returned due to the inability to meet the approved programme and grant conditions. Next steps under review.
- Smart City Cluster Project - A 1.73million grant has been obtained to create an Internet of Things communication platform to gather and distribute data such as an environmental and traffic information.
- The Council's new Local Plan setting out how Reading will develop up to 2036 ensuring housing, economic, environmental and social needs are met will be examined in September 2018.
- The full housing needs required up to 2036 cannot be delivered within the Borough. RBC is working with Councils within the Western Berkshire Housing Market Area through an agreed MoU to ensure that the full housing needs are accommodated.

Further Mitigation (what more should we do to reduce residual risk to our risk appetite level) and opportunities	Officer responsible	Target date
A project to install a 3 rd Thames Bridge at East Reading at the base of the A329 is being worked up with neighbouring local Authorities. This would ease traditional bottlenecks at Reading and Caversham Bridges, also reducing Town centre congestion as traffic would no longer be required to travel from the A329 through the Town Centre to the current bridges	Strategic Transport Programme Manager	TBC - subject to funding
Visioning work and public consultation to be undertaken to inform the emerging Local Transport Plan	Head of Transport	Summer 2019
Continue to develop a comprehensive network of sustainable travel choices, such as Park and Ride, enhanced public transport cycling and walking routes.	Strategic Transport Programme Manager	Ongoing - forms a part of the Council's Local Transport Plan

<p><i>Risk 6 continued</i></p>			
<p>Current Actions (<i>What we are currently doing about the risk- Causes Unmitigated Score to reduce to Residual</i>)</p> <ul style="list-style-type: none"> • Joint work with Reading UK CIC to market and promote the town and proposals to expand the Business Improvement District to continue investment in a high quality town centre offer and explore opportunities to improve the public realm. • Joint work with the TV Berkshire LEP to produce Local Industrial Strategy • Delivery of a comprehensive cultural programme to raise Reading’s profile, including for inward investors, with this being a key shared endeavour with the Council, Reading UK and the University as key partners, including: <ul style="list-style-type: none"> - Re-opening the Abbey Ruins to the public and as a venue for a range of events and activities; - Further development of the Abbey Quarter, including significant investment in the Town hall & Museum; • Delivery of the three year ‘Great Places’ scheme, including a new annual Reading-on-Thames Festival. 	<p>Further Mitigation (what more should we do to reduce residual risk to our risk appetite level) and opportunities</p>		
	<p>Secure appropriate and high quality development / re-development of the Reading Prison site to enhance the attractiveness of the town centre / Abbey Quarter as a destination.</p>	<p>Head of Planning, Dev. & Regulatory Services</p>	<p>Ongoing and subject to MoJ</p>
	<p>Further develop delivery plans to achieve the 2050 vision and to secure additional resources linked to these plans building on ‘Smart City’ investment already secured.</p>	<p>Head of Economic & Cultural Dev.</p>	<p>Ongoing</p>

Risk 7: The Council doesn't take adequate mitigation to reduce the risk of injury or death from incidents within Council residential accommodation and private high rise within the borough **Risk Owners:** Director of Environment & Neighbourhood Services

Corporate Priority: *Improving access to decent housing to meet local needs*



Rationale for current score:
A significant amount of work has been undertaken and is underway (across the Council and Fire Service) following Grenfell Tower to address the issues raised by that incident. This has reduced the likelihood of a significant fire related incident but the impact remains high.

Rationale for risk appetite
The Council has a low appetite for injury or death to its residents tenants. Considering that the impact of an incident is potentially a fatality, the Council's residual risk score may never reach our appetite.

Current RAG rating RED

Current Actions (What we are currently doing about the risk- Causes Unmitigated Score to reduce to Residual)

- Detailed Housing Service action plan completed in respect of fire safety post Grenfell Tower. H&S compliance monitoring has been reviewed and strengthened.
- Council 7x high rise housing blocks (post Grenfell Tower fire): RBFRS have visited all high rise blocks; fire safety information sent to all tenants - visits to all over 65s completed Oct; an independent external review of Council Housing fire safety measures and systems in high rise blocks and wider management practice was commissioned and has now reported. This included Type 4 intrusive Fire Risk Assessments of sample high rise and other higher risk low rise blocks. Overall findings were positive. Advice re additional fire safety measures proposed to proactively improve safety in flatted blocks have been costed and scheduled - this has resulted in a capital requirement over 5 years of circa £6-7m in the Housing Revenue Account. Report to HNL (14 March 2018) updated. Works have been or are being commissioned according to our 5 year programme of works.
- 350 RBC flatted residential blocks all had an FRA completed at end December 2017.
- A block inspector regularly checks all blocks and housing officers are on site most days to ensure frequent monitoring. From this year every flat within the blocks will have their smoke alarm tested every year and tenants are encouraged to check them weekly.
- Across housing tenures, a total of 86 residential buildings over 18 meters in height have been identified within the Reading Borough Council administrative area including the 7 local authority blocks. The Council agreed a memorandum of understanding (MoU) with the Royal Berkshire Fire and Rescue Service (RBFRS) and

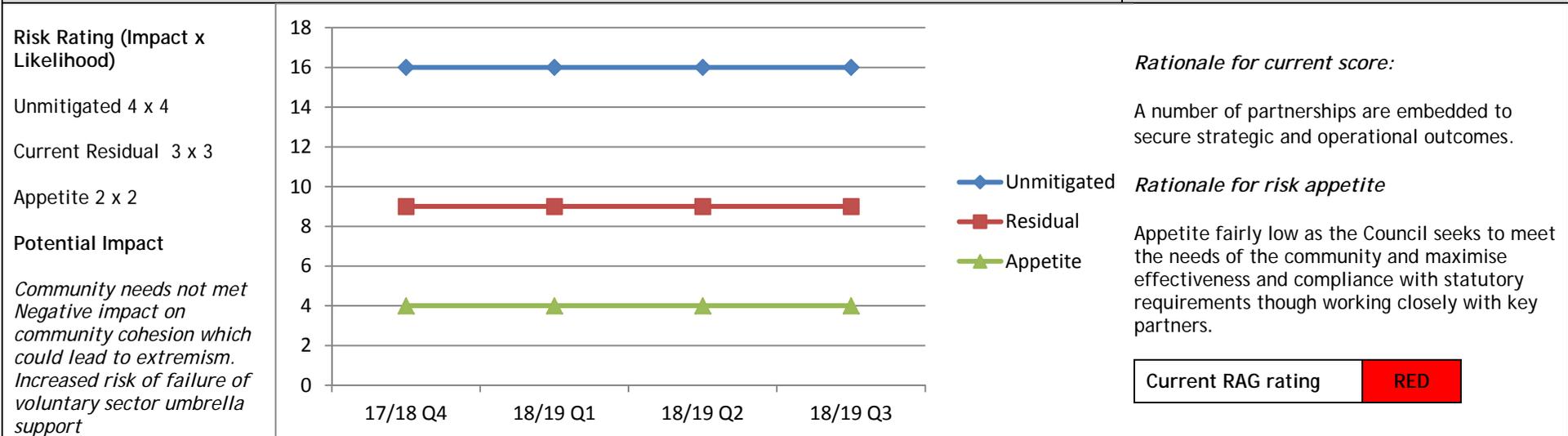
Further Mitigation (what more should we do to reduce residual risk to our risk appetite level) and opportunities	Officer responsible	Target date
In 2018/19 a wider external audit of health and safety practice in Housing has been commissioned. It is intended that an annual audit will now be carried out with a different agreed focus each year. Audit completed - managers responding to draft report with clarifications. Report and action plan to be finalised:	Head of Housing and N'hoods	Jan 2019
Work with owners to remove cladding from three number high rise properties. Work to remove cladding on one building has commenced. Address issues raised following the joint RBFRS inspections.	Head of Planning Devp. & Regulatory Services.	Ongoing

<p>completed joint visits on a risk based approach. Working with owners to remove ACM cladding on three number high rise buildings. Interim measures in place to secure safety of residents. Regular reporting to DHCLG.</p> <ul style="list-style-type: none">• Corporate working group set up to review, agree and implement actions arising.	
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Risk 8: Partnerships - Failure to develop and maintain key partner relationships results in failure to deliver key shared outcomes

Risk Owners: Head of Customer Care and Transformation and Head of Strategic Commissioning and Wellbeing

Corporate Priority: *Securing the economic success of Reading. Improving access to decent housing to meet local needs. Protecting and enhancing the lives of vulnerable adults and children*



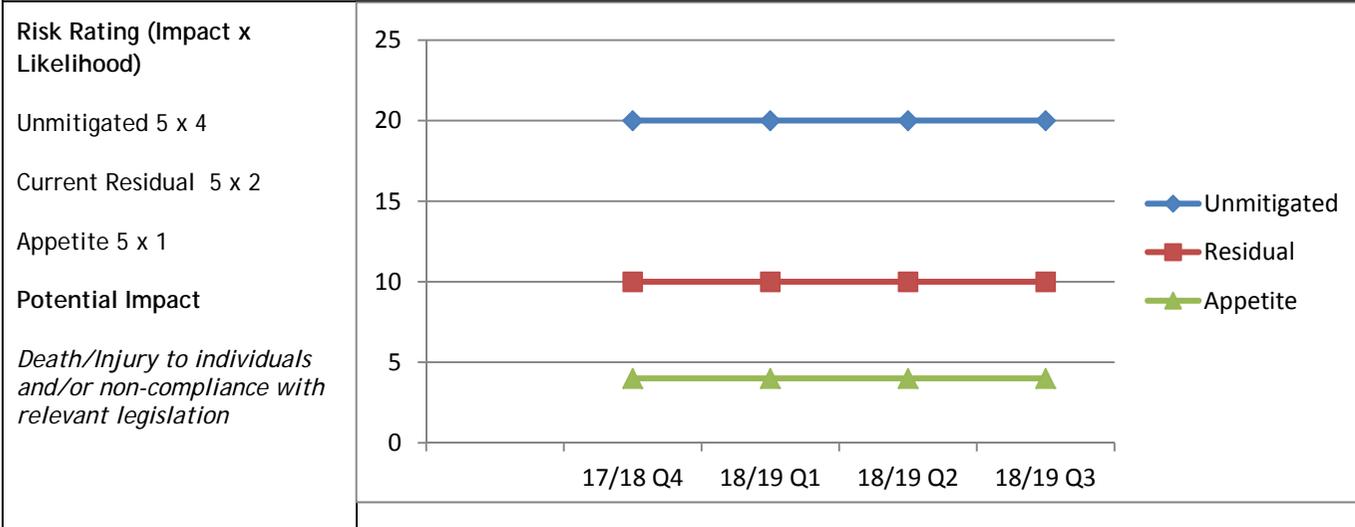
- Current Actions** (What we are currently doing about the risk- Causes Unmitigated Score to reduce to Residual)
- Reading 2050 vision document sets out a shared view of key priorities for the future of Reading. We will be working with partners across the town to identify the actions needed to deliver this vision a Reading Futures Commission group made up of key partners is being set up to steer this.
 - Community Safety Partnership - brings together the Council, Police and a wider range of partners and agrees clear joint strategic priorities with activity monitored through a number of delivery groups reporting to the partnership; regular and structured liaison is in place between RBC/Police at a range of tiers.
 - Local Enterprise Partnership and joint working to influence investment in infrastructure, skills and private sector to support economic growth.
 - Cultural Partnership and Cultural Education Partnership to drive delivery of a cultural renaissance and contribute to achieving priority social outcomes, including educational attainment, employment and employability, health and well-being (targeting more vulnerable groups / communities).
 - We have set up quarterly meetings of the chief executives voluntary and community sector sounding board to identify areas for joint working on key areas of concern
 - Key stakeholder meetings are held with key partners on an ongoing basis
 - One Public Estate Partnership - to oversee and implement shared property ambitions

Further Mitigation (what more should we do to reduce residual risk to our risk appetite level) and opportunities	Officer responsible	Target date
Directors to identify key areas for working with the voluntary community and faith sector in the development of Reading new framework - supporting early intervention and prevention across all need groups.	Head of Strategic Commissioning - DACHS	April 19

<p>across the public estate.</p> <ul style="list-style-type: none">• CSC - participation in statutory and strategic partnerships to include Local Safeguarding Board, Children's Trust Board, Children's Services Improvement Board, Health & Wellbeing Board. Strategic Management Group (TVP)	
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Risk 9 : Children’s Company - Failure to make the successful transition to a viable independent local authority trading company to provide children’s services Risk Owners: Chief Executive

Corporate Priority: *Protecting and enhancing the lives of vulnerable adults and children*



Rationale for current score: The impact of not setting up the company given the direction from the DfE would be significant, potentially leading to the service moving to another Council. The risk is being mitigated via a robust governance process, engagement of specialist suppliers with a strong track record in this area and clearly identified internal work stream leads.

Rationale for risk appetite: Given the nature of the task, it would be difficult to reduce the risk appetite. We will expect as the programme progresses that the risk would remain moderate.

Current RAG rating **AMBER**

- Current Actions** (What we are currently doing about the risk- Causes Unmitigated Score to reduce to Residual)
- A robust governance structure was put in place with the support of specialist support from Mutual Ventures who were engaged to provide programme management and specific expertise and track record in setting up a Children’s Company.
 - The Council has reviewed its own capacity to set up the company and engaged specific additional resources where identified to ensure operational capacity.
 - Following a robust review of transition costs, a S31 grant was awarded by government to support to the work required to implement the company
 - A detailed and comprehensive programme plan was developed to ensure that all the requirements of the new company were met and delivered to timescale.
 - This was supported by detailed work stream plans which were updated regularly.
 - A risk register for the project was developed to capture and assess all project risks by work stream.
 - A chair with excellent experience was appointed along with other non-executive directors with a range of skills and experience to complete the board.
 - Service level agreements in place between Council Services and Bffc

Further Mitigation (what more should we do to reduce residual risk to our risk appetite level) and opportunities	Officer responsible	Target date
Final tasks following go-live are being overseen by retained project resource within BFFC - working in conjunction with Council officers	Chief Executive	Feb 2019

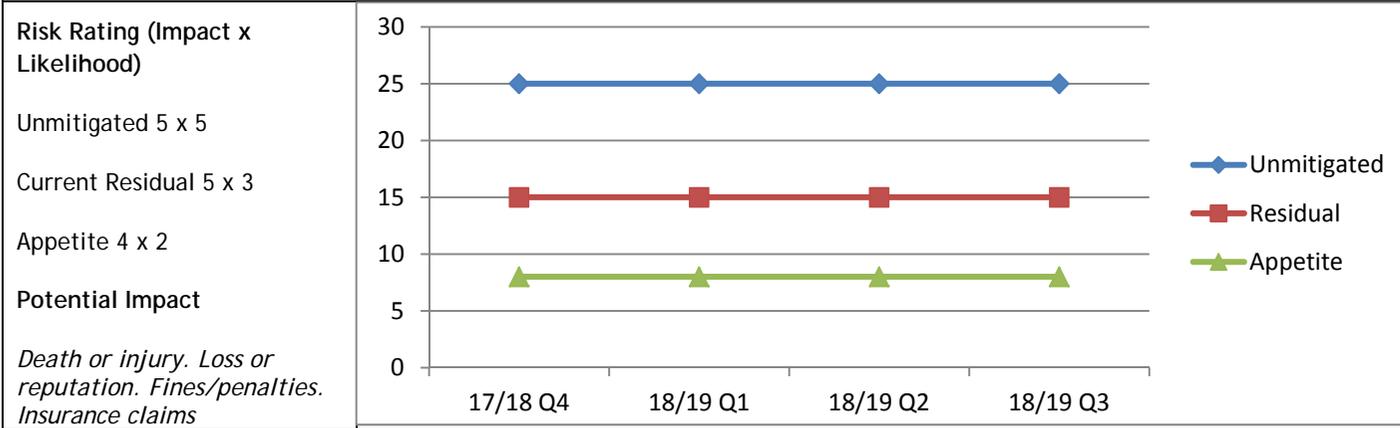
Risk 9 continued

Current Actions (*What we are currently doing about the risk- Causes Unmitigated Score to reduce to Residual*)

- A director of children's services has been appointed
- A Key Decisions document has been developed for the project. The purpose of this document is to act as a 'blue print' for all decisions required to set-up the company - capturing assumptions and in principle decisions to ensure project direction.
- An MOU is in place between RBC and the DfE which provides a framework for the establishment of the company.
- The development and signing of the contract between the Council and the Company was advised by legal firm Burges Salmon who had previous experience of a contract of this nature
- A further £250k s31 grant has been agreed to support further the establishment of the company following go live on 1st December.
- A project manager has been retained to oversee the final tasks to set up the company working with key workstream leads in the Council

Risk 10: Safeguarding (incorporating Criminal Exploitation & CSE) - Risk of death harm or injury to vulnerable persons for whom we have a responsibility **Risk Owners:** Director of Adult & Director of Children's

Corporate Priority: *Protecting and enhancing the lives of vulnerable adults and children*



Rationale for current score:
Risk of death or serious injury

Rationale for risk appetite:
Given the risk relates to the safeguarding of vulnerable individuals the risk appetite is low.

Current RAG rating RED

Current Actions (What we are currently doing about the risk- Causes Unmitigated Score to reduce to Residual)

- From January 2018 Safeguarding Team Manager to sign off all Safeguarding cases before closure.
- In instances where there is a serious concern or death, in unexplained circumstances or where abuse is suspected, these cases are report to The Safeguarding Adults Board which has a Serious Concerns Group where consideration is given to further investigations, independently if required. If necessary, recommendations are referred back to the Local Authority or RBC. Service Improvement Plan in place to deliver service improvements across the whole of Children's Services reporting to an independently chaired Improvement Board
- Regular 3 monthly Ofsted visits to ascertain quality of service delivery to vulnerable children
- Reduction in open CSC cases achieved through successful step downs (1792 average 17/18 to 1472 Q1 18/19)
- Review of the Child Sexual Exploitation hub and realigned support. Managed jointly with senior partners within the LSCB, Pan Berks Child Exploitation sub group established. MERG and EMRAC providing a centralised multi agency case oversight to ensure timely response to children at risk of being exploited. Strategy meetings are held for all Criminal Exploitation referrals
- Bid submitted to Home Office for Trusted Relationships Fund unsuccessful. Partnership bid to Early Intervention Fund being coordinated by OPCC
- Maintaining dedicated exploitation social workers and co-ordinator
- Submission of Transformation Plan to Chief Executive
- Review of policies and procedures in Operations and Commissioning to ensure

Further Mitigation (what more should we do to reduce residual risk to our risk appetite level) and opportunities	Officer responsible	Target date
Delivery Early Intervention Strategy in DCEEHS to reduce demands on statutory services	Strategic Early Help Lead	Dec 18
Develop Readings Making Safeguarding Personal through Quality Assurance Framework with West Berkshire Partners - lead to - single operating framework, single reporting system and single governance. Will inform all new and current contracts.	Head of Strategic Commissioning - DACHS	April 2019
Develop Council wide response to Modern Slavery	Public Health Consultant	Ongoing
Align partners to focus resources and processes on high risk adolescents rather than just CSE	Strategic Early Help Lead	July 18
Weekly tracking of Adult Safeguarding referrals to commence in Jan 2019 and Adults Performance Boards in place to monitor and track the safeguarding pathway commencing September 2019.	Interim Head of Adult Social Care	Jan 19

a joint quality assurance framework in relation to providers where safeguarding concerns are raised.