

A17. Council of the Future Risk Register Update

The committee considered a report by the Director of Corporate and Housing Services which provided an update on the COTF change programme risk register which is part of the regular Council of the Future (COTF) reporting cycle. The Programme Risk Register was appended for reference.

The main changes to the risk register were as follows:-

- The overarching COTF governance arrangements provide overarching controls to risk register.
- There had been a move from the 15 risk categories previously reported to the Audit Committee to 7.
- This had been achieved by recognising that the Corporate Risk Register (CRR) comprehensively covered the Council's business plan. Risks that linked the component parts of the business plan (Medium Term Financial Plan, COTF, Workforce Plan and Recovery) were well represented in the CRR. This means risks around Resilience, Short-Term/Low Value Issues, Legal and Interdependencies were now managed as part of the CRR, and not as discrete risks in the COTF change programme risk register.
- There had also been a grouping of key, connected risks:
- COTF Programme: Governance / Benefits had absorbed previous risk categories of COTF Leadership, Outcomes and benefits and Programme management and governance.
- Information / Technology risks were now combined.
- There had been a mapping of risk categories to match the CRR.
- Each risk had more focused mitigation. It didn't record all the actions that would be in play across the COTF governance framework, as these would be detailed on other programme documentation. It did call out the commitment of the strategic officer Board, the Make it Happen Board, in providing assurance around risk management.
- There had been a shift in certain risk ratings with controls/mitigation:-

Partners - Now an amber rating (previously green)

People - Now an amber rating (previously green)

- Since last report to Audit Committee, there was now ongoing work to fully implement the re-structure of Council and Falkirk Community Trust services and the risk rating of these categories would be monitored as these progresses.
- One red rated risk remained on the risk register, following mitigation – Political and Policy Decisions Political decisions not to support the change programme. CRR Category - Leadership, Decision Making, & Governance

The Director of Corporate and Housing explained that members would be given regular updates about individual ongoing Council of the Future projects.

The risk register would be reviewed every 6 weeks – the Council of the Future board had met in August and had agreed that the CCR Category – Leadership, Decision Making & Governance, COTF Change Programme Risk – Political and Policy Decisions should remain as a high risk.

The committee questioned if any further mitigations could be put in place to reduce the level of risk in regard to CCR Category – Leadership, Decision Making & Governance, COTF Change Programme Risk – Political and Policy Decisions. Mr Ritchie explained that members would begin to receive reports on individual Priority Projects over the next few months. If these were agreed by members, the programme could move forward and the risk would possibly be reduced. He explained that due to risk being considered every 6 weeks and members would be receiving regular updates on projects, a better insight into the risk would be determined. Mr Ritchie explained that it is vital to maximise the amount of information given to members prior to making decisions. He added that the monthly members' briefing would continue thereby increasing the information available to members ahead of any decision making.

Committee focused on the CRR Category – CPP and IJB, COTF Change Programme Risk – Partners/Stakeholders and highlighted that Falkirk Health & Social Care Partnership currently had staff shortages and was a risk. The Chief Executive acknowledged that this was a critical issue within the H&SCP. Falkirk Council had contacted the Chief Officer and offered its support. The H&SCP was in transition with very clear processes and plans but the immediate challenge before the H&SCP was the impact of the pandemic on its staff and its ability to continue to deliver day to day and to deliver strategic change.

The committee noted that a specialist Council of the Future Business Partner was had been employed to 'enhance skills and capability to deliver change programme' and asked for information on the rationale for this. Mr Ritchie advised that 2 or 3 specialist advisers had taken on to support the Programme Management Office – 1 was supporting HR and was a temporary appointment. Similarly, a temporary adviser was supporting finance. Business Partners had been taken on because they offered expertise which was not available and also boosted resources. A further Business Partner would be taken on as a commercial manager.

Decision

The Committee noted the latest iteration of the Council of the Future risk register.