

Committee: Standards and General Purposes Committee

Date: 4th November 2021

Wards:

Subject: Progress Report on Risk Management

Lead officer: Caroline Holland, Director of Corporate Services

Lead member: [Councillor Tobin Byers](#), **Cabinet Member for Finance**

Contact officer: Zoe Church, Head of Business Planning, 020 8545 3451

Recommendations:

- A. That the Standards and General Purposes Committee reviews the adequacy of the risk management framework and the associated control environment
 - B. To consider the Key Strategic Risks and Issues faced by the council, and determine whether these are being actively managed
 - C. To consider the Covid Risks and Issues faced by the council, and determine whether these are being actively managed
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1 PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 The purpose of this report is to provide a progress report on risk management within Merton, including details of the Key Strategic Risks (KSRs) faced by the council.
- 1.2 The risk management strategy was approved by Cabinet on 22nd February 2021 and approved by Council on 3rd March 2021 as part of the 2021/25 Business Plan.

The current Risk Management Strategy is at Appendix I.
- 1.3 All departments review their risks each quarter at their respective DMTs, followed by a review of all risks by the Corporate Risk Management Group (CRMG). The final report in the quarterly cycle is presented to CMT to review the risks that are on the Key Strategic Risk Register (KSRR); these are significant risks, which may have a strategic impact on the council as a whole.
- 1.4 The report also summarises the approach taken to monitoring COVID 19
- 1.5 Strategic oversight is provided annually by Cabinet, and assessment of governance arrangements are considered as part of the annual report to the Standards and General Purposes Committee.

2 DETAILS

- 2.1. Our risk management strategy emphasises the benefits and importance of having effective risk management and provides a concise and structured approach for managing our risks.

It includes clear guidance for defining the likelihood and impact of risks, in order to ensure a consistency in risk scores across the council. Our risks are scored using a Red, Amber or Green status, with scores ranging from one (Green) to a maximum of 24 (Red)

The strategy also includes the process for identifying and raising new risks, the removing of risks from our registers and for escalating any risks, which might affect the Council as a whole, onto the Key Strategic Risk Register (KSRR).

Guidance in relation to financial risk management, particularly in the context of budget setting and monitoring, is detailed in the strategy.

- 2.2. Departmental risks are reviewed quarterly by the relevant risk champions and DMTs, to ensure that they have been assessed accurately and in a manner consistent with risk assessment across the organisation and that effective Control Actions to mitigate the risk are in place and updated.

- 2.3. Corporate Risk Management Group (CRMG) meets quarterly, within two weeks of the DMT risk review meetings, and subjects the departmental risk registers, the KSRR and risk registers for Pensions, Merton & Sutton Joint Cemetery Board and CHAS, to a thorough scrutiny and challenge.

This includes reducing or increasing risk scores, where applicable and ensuring that Control Actions are effective and current. CRMG also agrees the removal of any existing risks once they are no longer deemed to be a risk and the introduction of any new risks.

- 2.4. After each CRMG meeting details of all our Key Strategic Risks, including proposed amendments such as increased or reduced scores and the addition of new or deletion of risks, are reported to CMT. Any urgent decisions regarding KSRs outside of this quarterly cycle can be escalated to CMT via the monthly finance and performance report.

- 2.5. In accordance with the risk reporting cycle, the most recent quarterly review of departmental risks was undertaken by DMTs during September 2021, following which all risks were scrutinised at CRMG on 6th October 2021.

2.6. There are currently 14 Key Strategic Risks and 5 Key Strategic Issues on the KSRR.

- A Risk is defined as an event which might occur in the future
- An Issue is something which is happening now.

Of these Risks and Issues, seven are scored as red:

- One red Issue is scored at 20 - Likelihood High (5) / Impact Very Serious (4)
 - CSF04/ KSR55 Demographic Changes
- Two red risks/ issues are scored at 18 - Likelihood Very High (6) / Impact Serious (3)
 - RE02 / KSR49 Corporate Business Plan & balanced budget (Risk)
 - RE16 / KSR61 Annual Savings Programme (Issue)
- Three red risks/ issues are scored at 16 - Likelihood Significant (4) / Impact Very Serious (4)
 - CSF05 / KSR34 Insufficient School Places (Issue)
 - CSF06 / KSR56 CSF Funding & Statutory Services (Issue)
 - IT30/ KSR83 Risk of Cyber Attack on the Council's IT Infrastructure and Systems (Risk)
- One red risk is scored at 15 - Likelihood High (5) / Impact Serious (3)
 - IT24 / KSR21 Public Contract Regulations/Contract Standing Orders

2.7. The KSRR Q1, containing full details of all strategic risks and issues together with their associated Control Actions, can be found at Appendix II.

2.8. CRMG also reviews the level of insurance claims against the council on a quarterly basis. Cross-departmental efforts are discussed to try to resolve any identified issues.

2.9. The last report to Standards and General Purposes Committee was on 11 March 2021. Since this report officers have been reviewing risks on the Covid 19 Register and where appropriate have been moving items from the Covid Register to Departmental and/or the KSRR.

2.10. As part of the Business Planning Process 2022-26 officers will be adding a paragraph to the Risk Management Strategy covering "Extraordinary Events" drawing on the experience gained from responding to Covid 19.

2.11. The officers are working with our insurance provider Zurich to organise training on insurance and risk management. The training will be provided by the insurance providers and the officers. We are currently in the process of assessing training needs and timing and will update the committee once we have agreed the contents and the dates.

- 2.12. The quarterly review of the departmental risk registers was undertaken throughout September 2021, and the results scrutinised by CRMG in early October 2021 and included in the 2022/26 Draft Business Plan. The proposed final Business Plan will be updated with January 2022 review information before being approved by February Cabinet and March Council.
- 2.13. Cabinet is responsible for agreeing the risk management strategy on an annual basis. The Standards and General Purposes Committee provides an annual independent oversight of the adequacy of the risk management framework and the associated control environment; and must be satisfied that the council's strategic risks are being actively managed.
- 2.14. The risk management strategy is included within the dedicated risk management pages on the Merton Hub, and informs and underpins all risk management processes. This includes a wide range of areas, including project management, procurement and savings delivery. The risk management pages on the intranet have been reviewed and all information is up to date. All departmental risk registers and the KSRR are published on the Merton Hub intranet, along with guidance and information to assist officers who are responsible for managing and monitoring risks.
- 2.15. All internal audit report recommendations are reviewed by the departmental risk champions to ensure all relevant risk issues are addressed, supporting the internal control process.
- 2.16. Since March 2020 the Authority has maintained a separate risk register to monitor the impact of Covid 19, this register has been updated fortnightly and reviewed by DMTs and CMT regularly. Given the pace of change caused by Covid 19 it has been necessary to monitor and respond to risks more frequently than those identified as part of normal activity. This register has provided key service level information to inform decision making. This register is attached as Appendix III. As mentioned in paragraph 2.9 where appropriate have been moving items from the Covid Register to Departmental and/or the KSRR.

3 ALTERNATIVE OPTIONS

- 3.1. Not applicable.

4 CONSULTATION UNDERTAKEN OR PROPOSED

- 4.1. CRMG contributed to consultations for the revision of the Risk Management Strategy which is attached at Appendix I.

5 TIMETABLE

- 5.1. Not applicable.

6 FINANCIAL, RESOURCE AND PROPERTY IMPLICATIONS

- 6.1. Merton, along with all other local authorities are facing continued financial pressure from impact of Covid 19, BREXIT, reductions in central government funding and increased demand from vulnerable people and children. The harsh reality of this situation is that more and more local authorities are now showing signs of financial stress such as overspending on services coupled with depleting reserves.
- 6.2. Merton closely monitors its financial position providing regular updates to CMT, Cabinet, Scrutiny and Council.

7 LEGAL AND STATUTORY IMPLICATIONS

- 7.1. Risk management is a requirement of regulation 4(a) (iii) of the Accounts and Audit Regulations 2015.
- Responses to FOI and other statutory enquiries relating to the Council's risks are based upon the published Key Strategic Risk Register within the Council's annual Business Plan. Should departmental risk registers form the subject of FOIs, these will be redacted as and where appropriate.

8 HUMAN RIGHTS, EQUALITIES AND COMMUNITY COHESION IMPLICATIONS

- 8.1. There is one specific Key Strategic risk around equalities that is contained within the body of the report.

9 CRIME AND DISORDER IMPLICATIONS

- 9.1. There are no Key Strategic Risks which focus on specific crime and disorder implications.

10 HEALTH AND SAFETY IMPLICATIONS

- 10.1. There is one Key Strategic Risk with Health and Safety implications that is contained within the body of the report.

11 APPENDICES – THE FOLLOWING DOCUMENTS ARE TO BE PUBLISHED WITH THIS REPORT AND FORM PART OF THE REPORT

- Appendix I – Risk Management Strategy (January 2019)
- Appendix II - Key Strategic Risk Register (Status as at Q1, 2021/22)
- Appendix III – Covid 19 Risk Register (October 2021)

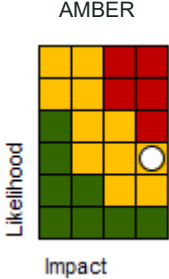




12 BACKGROUND PAPERS

- 12.1. Relevant papers held within the Resources Division

Risk Register ~ Key Strategic Risks

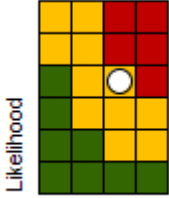




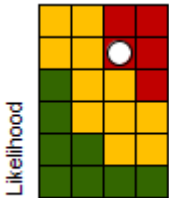




Risk Owner	Code & Name	Risk or Issue	Risk Description	Cause(s)	Consequence(s)	Impact code	Matrix	Current Score & Review History	Control Actions	Date provided
Lorraine Henry	ASC21 / KSR77 Increase in number of DoLS and Community DoL as we transition to Liberty Safeguards in 2022	Key Strategic Risk	ASC21 / KSR77 Increase in number of DoLS and Community DoL as we transition to Liberty Safeguards in April 2022	<ul style="list-style-type: none"> - A court ruling in 2014 known as 'Cheshire West' widened the criteria for people that can be subject to a DoLS or Community DoLS (CDoLS) - The Government has not made any additional resources available and in April 2022 DoLS will be replaced by Liberty Safeguards and we are awaiting the guidance on this. - Due to COVID 19 the transition to Liberty Safeguards has been extended to Apr 2022. 	<ul style="list-style-type: none"> - Existing backlog of assessments awaiting completion - Cost pressure in relation to DoLS assessments which need to be undertaken - Potential of legal challenge if DoLS authorisation requests are not completed in a timely manner. 	FI	<p>AMBER</p> <p>Likelihood</p> <p>Impact</p>	6 25-Jun-2021	<p>Following announcement from the government LPS are now delayed until 2022. Consultation on the code of practice guidance is due to be released in summer 2021.</p> <p>Preliminary scoping has started in Merton to look at the impact the new legislation and guidance will mean to the council. However this cannot be fully explored until the final guidance has been released.</p> <p>Scoping includes:</p> <ul style="list-style-type: none"> Workforce development for all social workers to prepare to carry out LPS assessments and improve practice around MCA. Identify impact of additional community LPS assessments. Identify impact of additional assessments for self-funders. 	29 Jun 2021
								6 09-Apr-2021		
								6 07-Jan-2021		
								9 04-Jan-2021		

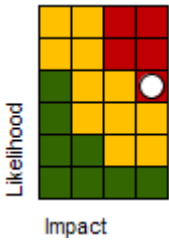


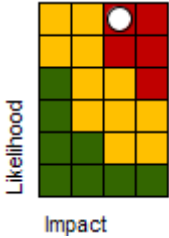




Risk Owner	Code & Name	Risk or Issue	Risk Description	Cause(s)	Consequence(s)	Impact code	Matrix	Current Score & Review History	Control Actions	Date provided
									<p>Evaluate the guidance and understand the new role of AMCP in relation to the current BIA role and identify the impact.</p> <p>Training requirements of the AMCP role.</p> <p>Evaluate the cost implication for volume of additional assessments, workforce development and transitional impact to AMCP role.</p> <p>Task and finish groups have been set up with Safeguarding Adult Board partners, which include Health, CCG as well as children's and families to scope the impact of LPS and give assurance to the board.</p> <p>LPS implementation and risk will continue to be monitored at DMT level.</p> <p>Current DoLS backlog has reduced from 500 (going back over 3 years) in Sept 17 to 304 in June 2021 with the oldest dating back to April 2020. Where possible following a risk assessment, we are</p>	

Risk Owner	Code & Name	Risk or Issue	Risk Description	Cause(s)	Consequence(s)	Impact code	Matrix	Current Score & Review History	Control Actions	Date provided
									now completing desk top reviews during covid -19.	
Louise Round Page 174	CG05 / KSR79 Data Protection Compliance	Key Strategic Risk	We may fail to comply with the requirements of Data Protection legislation	- inappropriate processing, use, retention, access or inaccuracy of data - staff insufficiently aware of requirements of Act and other legislation	Harm to service users, through breach of privacy (could result in physical harm); loss of services; damage to reputation; financial impact on council through ICO fines; key stakeholders lose confidence & may not share data with the council	FI & R	AMBER 	12  09- Mar- 2021	Data Protection, Data Protection Information Rights and SAR policy updated and published on the council website with Records Management Policy still outstanding; annual mandatory information security training for all staff, agency & contractors and Members in place & targeted cyber security training. Robust security incident policy & reporting with quarterly security breach report submitted to IG Board & learning from incidents cascaded through weekly data security tip in the staff bulletin; Information Asset Register template under review and DMTs to review quarterly to ensure compliance & identify gaps; Updates made to Privacy Notice; ISAs etc. to cover compliance during C-19 crisis; targeted WFH security tips on C-19 bulletins.	09 Mar 2021
								12  16- Dec- 2020		
								12  18- Sep- 2020		
								12  11- Jun- 2020		

Risk Owner	Code & Name	Risk or Issue	Risk Description	Cause(s)	Consequence(s)	Impact code	Matrix	Current Score & Review History	Control Actions	Date provided
Kris Witherington	CPI39 / KSR74 Inadequate consultation	Key Strategic Risk	We may fail to adequately consult over changes to Council services and policies, and/or the design and implementation of projects (formerly CS17/KSR74)	<ul style="list-style-type: none"> - inadequate consultation - not meeting expected standards - insufficient training 	<ul style="list-style-type: none"> - increasingly robust scrutiny and challenge - possibility of Judicial Reviews 	R, FI	<p>AMBER</p>	8 08-Jun-2021	The standards expected for consultation are described in the Community Engagement Strategy ("Get Involved"). All Council consultations should be listed on the Council's online consultation database, having been approved by the Consultation and Community Engagement Team. Support for services is available including training around the need for consultation, design, and legal obligations. Advice is also available on how to adjust consultation plans to take into account the impact of COVID-19 on traditional activities like public meetings.	08 Dec 2020
								8 08-Mar-2021		
								8 08-Dec-2020		
								8 17-Sep-2020		
Hannah Doody	CSF01 / KSR35 Safeguarding children	Key Strategic Risk	We may fail to adequately safeguard children	<p>Because of:</p> <ul style="list-style-type: none"> - Less effective inter-agency working - Changing expectations & updated regulatory framework - Ongoing budget pressures across all agencies - Increase in demand due to Covid-19, and a related reduction in through-put. 	<p>Resulting in:</p> <ul style="list-style-type: none"> - Child protection & safeguarding consequences including possible child death or serious harm. - increasing costs of "high cost" interventions - undermining of the Merton Model 	R	<p>AMBER</p>	8 29-Jun-2021	<p>Independent chair appointed on an interim basis. This will provide clear leadership and increase accountability.</p> <p>Consultation on revised Early Help strategy has been approved by the partnership. Training on the new wellbeing model being rolled-out across the partnership.</p> <p>A restructure of CSC</p>	02 Jul 2021
								12 30-Mar-2021		
								12 28-Jan-2021		
								12 21-Oct-2020		

Risk Owner	Code & Name	Risk or Issue	Risk Description	Cause(s)	Consequence(s)	Impact code	Matrix	Current Score & Review History	Control Actions	Date provided		
									will support greater interagency working. Reduce likelihood to 2			
Charles Baker; John Bosley	ER112 / KSR73 Waste disposal budget (Viridor)	Key Strategic Risk	We may be unable to meet financial budget for waste disposal	<ul style="list-style-type: none"> - Waste may not be adequately disposed of - Delays in moving over to ERF - Increase in waste forecasted - Reduction in recycling - Insufficient budget to cover disposal costs COVID19/Brexit - recycling and RDF facilities may become harder to access in Europe 	<ul style="list-style-type: none"> - increased costs for waste disposal - operational difficulties - performance may be affected (more landfill, less recycling and more missed bins) - political and reputational impact 	FI/R/O	<p>AMBER</p>	6		21-Jun-2021	Waste volumes are reviewed monthly and financial implications of areas of growth assessed and budget forecast amended accordingly.	21 Jun 2021
								6		23-Mar-2021		
								6		07-Jan-2021		
								6		29-Sep-2020		
Paul McGarry; James McGinlay	ER118 / KSR75 Crossrail 2	Key Strategic Risk	We may fail to minimise the negative impact of Crossrail2 on the Council's income and/or commercial activity in Wimbledon Town Centre and Weir Road	- inadequate preparation and planning on our part	<ul style="list-style-type: none"> - financial impact on council and services - economic impact on Wimbledon Town Centre and the borough (potential loss of businesses and jobs) - Council reputation 	FI	<p>AMBER</p>	12		21-Jun-2021	Awaiting Government decision.	21 Jun 2021
								12		19-Mar-2021		
								12		07-Jan-2021		
								12		12-Nov-2020		
Charles Baker; John Bosley	ER132 / KSR 81 Waste services contractor	Key Strategic Risk	Veolia may fail to deliver the street cleaning and/or waste collection services to the standard required by their contract	<ul style="list-style-type: none"> - insufficient capacity (Veolia) - disputed areas of responsibility - financial impact of recycling market changes which adversely affect Veolia - lack of ICT integration and real time information - poor management by Veolia 	<ul style="list-style-type: none"> - reputational damage to the Council - negative environmental impacts - negative public health impacts 	R	<p>AMBER</p>	6		21-Jun-2021	Our service provider has been able to provide a full operational service during these testing times.	23 Mar 2021
								6		23-Mar-2021		
								6		04-Feb-2021		
								15		13-Jan-2021		

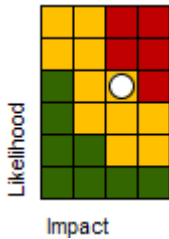




Risk Owner	Code & Name	Risk or Issue	Risk Description	Cause(s)	Consequence(s)	Impact code	Matrix	Current Score & Review History	Control Actions	Date provided
Paul McGarry	ER154 / KSR 82 Bishopsford Road Bridge	Key Strategic Risk	Structural risk to the damaged bridge structure and Financial risk re. repair or replacement of the bridge	1.Continued adverse weather. 2.Another flood event 3.TBC, if the current bridge cannot be saved. 4.TBC. whether fault is the flood, a contractor liability or employer liability. 5.Lack of comms or visible action on-site. 6.Ongoing disruption to motorists and public transport users.	1. Flood risk to properties 2.Structural risk to the damaged bridge structure 3.Financial risk re. repair or replacement of the bridge 4.Litigation – risk of contractual disputes. 5.Reputational risk on LBM 6.Traffic & Transport and safety of pedestrians on the remaining footbridge.	FI, R		12  21-Jun-2021	Construction of new bridge underway. Completion due in September.	21 Jun 2021
								12  25-Mar-2021		
								16  07-Jan-2021		
								16  21-Oct-2020		
Caroline Holland; Mark Humphries	IT24 / KSR21 Public Contract Regulations/Contract Standing Orders	Key Strategic Risk	We might breach Public Contract Regulations 2015 and Contract Standing Orders (previously risk RE03)	- incorrect procurement (despite this being a tightly regulated area of council activity) - Lack of staff awareness - insufficient training and guidance	- procurement exercises impacting on strategy and time - adverse budget and service implications if not carried out correctly - legal challenges - slower identification, capture and delivery of savings - reputational risk.	R		15  09-Jun-2021	A review and update of Contract Standing Orders has been completed and awaiting approval at the next full Council meeting. A drive to improve compliance with legislative requirements is being further supported through the introduction of specialist procurement training and regular workshops for those individuals who are responsible for procurement as part of their normal duties.	09 Jun 2021
								15  01-Mar-2021		
								15  14-Dec-2020		
								15  30-Sep-2020		

Risk Owner	Code & Name	Risk or Issue	Risk Description	Cause(s)	Consequence(s)	Impact code	Matrix	Current Score & Review History	Control Actions	Date provided
Mark Humphries; Richard Warren	IT30/ KSR83 Risk of Cyber attack on the Council's IT Infrastructure and Systems	Key Strategic Risk		Cyber attack	Financial, Reputational, Loss of Service – All of these areas would potentially be very severely impacted and affected.	R	<p style="text-align: center;">RED</p> 	16  09-Jun-2021	Risk rating increased for this period on the basis that the frequency of cyber security attacks is generally increasing globally and therefore there is a greater likelihood that the Council will have to deal with an incident. However additional security measures and resources have been approved by CMT and are in the process of being implemented which should mitigate some of the current risk.	09 Jun 2021
								12  01-Mar-2021		
Caroline Holland; Roger Kershaw	RE02 / KSR49 Corporate Business Plan & balanced budget	Key Strategic Risk	We may fail to develop a corporate Business Plan & set a balanced budget for 19/23 & beyond	- Reduction in Government Grant - challenges of making accurate projections of Business Rate Retention due to lack of clarity over future of London Pilot Pool	- negative impact on service provision - damage to council reputation - negative impact on staff morale - dissatisfaction of internal & external customers	FI	<p style="text-align: center;">RED</p> 	18  14-Jun-2021	The 2021/22 budget and MTFS includes some provision for the ongoing impact of COVID-19 and the problem of the DSG deficit is still unresolved. Whilst it is still uncertain how long the pandemic will last and DSG is not sorted out the risk remains at the same high level.	15 Jun 2021
								18  10-Mar-2021		
								18  15-Dec-2020		
								18  17-Sep-2020		

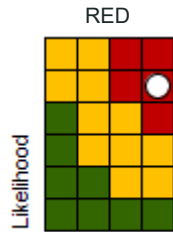




Risk Owner	Code & Name	Risk or Issue	Risk Description	Cause(s)	Consequence(s)	Impact code	Matrix	Current Score & Review History	Control Actions	Date provided
Caroline Holland; Ellis Kelly	RE16 / KSR61 Annual Savings Programme	Key Strategic Issue	Failure to deliver savings of £12.074m which have been agreed for the financial year 2020/21	We are unable to achieve planned savings due to the impact of Covid-19	- adverse impact on the authority's ability to balance its budget in the medium to long term - gap is larger than the contingency - we are required to reinstate reserves	FI	<p>RED</p> <p>Likelihood</p> <p>Impact</p>	18 16-Jun-2021	Outturn shows a shortfall on 20/21 savings of £4.984million (41%). The majority of this is due to Covid-19. Delivery of savings continues to be carefully monitored and reported as they are critical to balance the budget.	17 Jun 2021
								18 03-Mar-2021		
								18 16-Dec-2020		
								18 17-Sep-2020		
Caroline Holland; Roger Kershaw	RE20/ KSR21 Impact of COVID-19 on the Council	Key Strategic Risk	Disruption to Merton Council Services from COVID 19	COVID 19 has and continues to impact on service delivery and the generation of income to fund operations	- Need to identify and quantify the impact on service delivery and income. This impact needs to be monitored much more frequently than standard risks. - Need to re-cast MTFs to assess longer term impact as implications are identified. - Need to identify additional savings to bridge the gap in finances. - Damage to reputation	FI	<p>AMBER</p> <p>Likelihood</p> <p>Impact</p>	12 15-Jun-2021	Silver Group meeting routinely to manage the issues emerging. COVID Risk Log created in March 2020. Managers review risks fortnightly and DMTs and CMTs review the register regularly. Additional savings have been identified. We are continuing to monitor impact on services from the Covid pandemic.	31 Mar 2021
								12 31-Mar-2021		
								12 02-Nov-2020		
Corporate Management Team	RE24 / KSR80 Impact of Brexit	Key Strategic Risk	We might be unable to respond effectively to the changes brought about by Brexit	- A challenging withdrawal process - Changes to procurement frameworks - Other regulatory/statutory changes - Loss of regional aid funding - Changing eligibility of EU nationals to live	- Financial uncertainty - Impact on local economy, investment & growth - Employment & skills gaps - Strain on resources - Impact on services esp. social care - Difficulty complying with statutory requirements	FI, SP, O	<p>AMBER</p> <p>Likelihood</p> <p>Impact</p>	12 07-Jun-2021	The implications and fallout from Brexit continue to be monitored. The officer task group continues to meet to review and discuss the implications for Merton. Officers closely monitor developments on the Brexit negotiations and	01 Mar 2021
								12 01-Mar-2021		
								12 09-Dec-2020		
								12 17-Sep-2020		

Risk Owner	Code & Name	Risk or Issue	Risk Description	Cause(s)	Consequence(s)	Impact code	Matrix	Current Score & Review History	Control Actions	Date provided
				&/or work in UK - potential impact on staff recruitment and retention - security of supplier network - short to medium term impact on LBM's pension investments - community cohesion	- inability to capitalise on post-Brexit opportunities The risk profile assumes a Brexit deal. If no deal, the risk profile will significantly increase as a consequence of the uncertainty created.				the potential impact for the council, citizens and businesses. This includes reviewing the Technical Notices, guidance from the LGA and other sector related assessments of possible implications. A session has been held with Collective DMT to identify risks. This has been reviewed by CMT and a task group of officers from across the council meets regularly to monitor developments and how the Council responds.	

Issues Register ~ Key Strategic Issues

Risk Owner	Code & Name	Risk or Issue	Risk Description	Cause(s)	Consequence(s)	Impact code	Matrix	Current Score & Review History	Control Actions	Date provided
John Dimmer; Chris Lee	CPI41 / KSR53 Equalities duties	Key Strategic Risk	We may be in breach of Equalities legislation regarding new policy development, designing services and decision making (formerly RE11)	- insufficient evidence to demonstrate how equalities implications have been considered	- reputational impact for council - risk of judicial review & litigation - negative impact on service users - loss of savings.	R	<p style="text-align: center;">AMBER</p> 	12  16-Jun-2021	The key concerns still relate to service changes as a result of budget reductions. We continue to need to reduce or reconfigure services which could impact on vulnerable people. We have updated the equalities guidance to managers and a manager's bulletin was sent out stressing the importance of conducting good EAs to accompany report recommendations.	17 Jun 2021
								12  11-Mar-2021		
								12  22-Dec-2020		
								12  17-Sep-2020		

Risk Owner	Code & Name	Risk or Issue	Risk Description	Cause(s)	Consequence(s)	Impact code	Matrix	Current Score & Review History	Control Actions	Date provided
									<p>(JCC) with Ethnic Minorities on 9 June.</p> <p>Mencap also produced an insight report that was presented to the HWBB.</p> <p>The findings of all the impact research will contribute to developing the Equality Objectives for the refreshed Equality Diversity and Inclusion strategy.</p> <p>Black Lives Matter is a project within the Recovery and Modernisation Programme. The monthly highlight report to the board has shown good progress being made to implement measures that address the issues raised and the council's commitment to promote Equality Diversity and Inclusion.</p> <p>The Race Equality Network Staff is in discussion with senior</p>	

Risk Owner	Code & Name	Risk or Issue	Risk Description	Cause(s)	Consequence(s)	Impact code	Matrix	Current Score & Review History	Control Actions	Date provided
									managers on HR policy issues. The Workforce Race Equality Standard (WRES) in Social Care pilot started in April 2021. A Project plan has been drafted and discussions have been had with the Dept. of Health and Social Care to clarify deadlines for data reporting.	
Page 183 Hannah Doody	CSF04 / KSR55 Demographic changes	Key Strategic Issue	We may fail to respond adequately to increasing special educational needs and children's social care demands	Due to changing borough demographics including: - an increase in the total population in the borough - a particular increase in families with young children - a change in the mix of the population with respect to ethnicity, disability & deprivation - an increase in children with special educational needs and disabilities. Due to impact of Covid Growth in demand taking place in context of pressures on budgets - specifically savings targets of £2.8m for 19/20.	This will lead to: - Additional demand for services for children with special educational needs & disabilities - pressure for growth in children's social care & child protection interventions - increasing level of support for families with no recourse to public funds. - Budget pressures	SP		20  29-Jun-2021	Supporting the SENDIS Team to manage increasing demand for SEN Support and EHCP	02 Jul 2021
								20  30-Mar-2021		
								20  28-Jan-2021		
								12  21-Oct-2020	Continued focus on preventative services. Corporate agreement to release additional emergency funding to recruit additional social workers.	

Risk Owner	Code & Name	Risk or Issue	Risk Description	Cause(s)	Consequence(s)	Impact code	Matrix	Current Score & Review History	Control Actions	Date provided
	CSF05 / KSR34 Over-reliance on Independent Special School Market	Key Strategic Issue	Risk of over-reliance on independent special school market driving up costs of specialist placements.	This is because: - EHCP numbers are increasing significantly and - we are reaching the limits on our in-borough maintained capacity in ARPs and special schools	- inability to meet statutory duty to children with additional needs through maintained local provision and more children needing to travel out of borough for their education - increased costs in independent sector special school places - increase transport costs to placements outside the borough - increased scrutiny from DfE due to overspend	R	<p>RED</p> <p>Likelihood</p> <p>Impact</p>	<p>16 29-Jun-2021</p> <p>16 30-Mar-2021</p> <p>16 28-Jan-2021</p> <p>16 21-Oct-2020</p>	<p>Expansion of places at Cricket Green School completed spring 2020; expansion of Melrose School currently under construction and first places being provided in a temporary building.</p> <p>Implementation of further proposal for new ASD provision (Whatley Avenue) delayed due to Covid and now needs an amended proposal to that previously planned. It is now planned that we will consult in June 2021 and open the provision in September 2022. Also considering further Additional Resourced Provision</p> <p>We are working to ensure that as many children's needs are met effectively at SEND support with the aim of preventing escalation of need.</p> <p>Through peer challenge process we are identifying alternative strategies to assist reducing demand for statutory assessments</p>	02 Jul 2021

Risk Owner	Code & Name	Risk or Issue	Risk Description	Cause(s)	Consequence(s)	Impact code	Matrix	Current Score & Review History	Control Actions	Date provided
Children, Schools & Families	CSF06 / KSR56 Increased Demand in the Context of Budget Pressures	Key Strategic Issue	Risk to effective delivery of statutory functions within allocated budget	Increase demand for our services across Children's Social Care and Education (SEND) Budget pressures including saving targets and changes to national funding mechanisms especially high needs funding which is not keeping track with demand and changes to rules on DSG overspend increase potential impact.	Leading to: - DSG overspend and related impact on council budget - Negative impact on our ability to provide statutory services across Children Social Care and Education (SEND) and associated poorer outcomes for Merton children and families	FI	<p style="text-align: center;">RED</p>	16 29-Jun-2021	Early help and prevention a key theme of our service planning coupled with our continued focus on our statutory services. Right sizing of budgets took place to enable unfunded service demands to be met. DSG recovery plan is being reviewed to bring in-year overspend in line with the budget within 5 years. Through peer challenge process we are identifying alternative strategies to assist reducing demand for statutory assessments	02 Jul 2021
								16 30-Mar-2021		
								16 28-Jan-2021		
								16 21-Oct-2020		
Hannah Doody	CSF09 / KSR62 Intervention/ prevention commissioning	Key Strategic Issue	We may fail to recommission appropriate intervention and prevention services	Due to: - Reduction in contracting with local third sector - Roles and responsibilities between PH commissioning team and CSF service leads	Resulting in: - Destabilisation of the Local Strategic Partnership & Children's Trust Board partnership arrangements - reduced service delivery - an increase in reactive, rather than pro-active, services - adverse reputational impact - political impact	R	<p style="text-align: center;">AMBER</p>	12 29-Jun-2021	Not all re-commissioning activity is currently underway as a result of Covid. Impact of delay to be monitored. The integration of existing council services as part of the review of Early Help in Merton will enable us to commission more effectively.	02 Jul 2021
								12 30-Mar-2021		
								12 28-Jan-2021		
								12 21-Oct-2020		

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