

Strategic Risk Report - Somerset County Council (SLT)

	Risk Ref	Risk	Uncontrolled Risk	Action Required (In progress Only)	Control Owner Review Date Target Date	Current Risk Score	Controlled Risk Assessment for Financial Year	Comments
	ORG0043	<p>Risk Description: Strategic Risk 2016: Maintain a sustainable budget: Reserves will not be sufficient to manage any in-year overspends for the forthcoming financial year 2017/18</p> <p>Cause: Unforeseen expenditure and overspends exceed the planned provision</p> <p>Consequence: The budget contingency is exhausted and general reserves are approaching minimum recommended levels (£15 m). Where planned expenditure is anticipated to exceed available resources then a S114 and actions report must be produced by The Section 151 officer.</p>	<p>Likelihood :5 Impact :5</p> <p style="text-align: center;">25</p> <p>Escalate to SRMG</p>	<ul style="list-style-type: none"> ◦ Serious challenge to MTFP savings proposals for the 2017/18 year to ensure they are achievable <i>In Progress (75% complete)</i> ◦ Heightened budget monitoring on those services showing budget overspend <i>In Progress (90% complete)</i> ◦ Cabinet receive monthly budget monitoring updates As at Month 4 <i>In Progress (33% complete)</i> ◦ Review of the earmarked reserves to establish if any of those could be rescinded and returned to general reserves <i>In Progress (50% complete)</i> ◦ Development & approval of MTFP 2017/2018 - ensure necessary resources are in place to meet key priorities <i>In Progress (95% complete)</i> ◦ Better establishment control in SAP <i>In Progress (80% complete)</i> ◦ Control on Agency Spend <i>In Progress (10% complete)</i> ◦ focussing on contract spend in all areas but specifically in Children's services <i>In Progress (10% complete)</i> 	<p>Patrick Flaherty 09/10/2017 30/03/2018</p> <p>Kevin Nacey 09/10/2017 30/03/2018</p> <p>Kevin Nacey 09/10/2017 30/03/2018</p> <p>Kevin Nacey 09/10/2017 30/03/2018</p> <p>Kevin Nacey 09/10/2017 30/03/2018</p> <p>Kevin Nacey 09/10/2017 30/03/2018</p> <p>Kevin Nacey 09/10/2017 30/03/2018</p>	<p>Likelihood :4 Impact :5</p> <p style="text-align: center;">20</p> <p>Escalate to SRMG</p>	<p>Likelihood :4 Impact :5</p> <p style="text-align: center;">20</p> <p>Escalate to SRMG</p>	<p>15/08/2017 Score remains the same. The overall budget has significantly reduced but the in-year ongoing expenditure is a concern. Specific plans are being put in place to address all areas of Children's overspend (SOB, Transport, Early Help and Placements business cases.</p>

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	<p>ORG0009</p> <p>Risk Owner: Julian Wooster</p> <p>Next Risk Review Date: 07/09/2017</p>	<p>Risk Description: Strategic Risk 2016: Safeguarding Children: We fail to deliver our statutory service delivery duties and legal obligations in relation to vulnerable children.</p> <p>Cause: systemic leadership and management challenges</p> <p>Consequence: Possible abuse, injury or loss of life to a vulnerable child caused by service failure. Reduced public confidence; emergency measures; increased inspection; personal litigation claims; negative publicity for both the Council and partners; possible financial penalty or service is removed from Council control.</p>	<p>Likelihood :5 Impact :5</p> <p style="text-align: center;">25</p> <p>Escalate to SRMG</p>	<p>o CYPP 7 Improvement Programmes Review: The Children's Trust Executive are pleased with the progress against the 7 Improvement Programmes, but recognise there is still much work to be done. Action plans for 2017/18 have been drawn up with a focus on a stepped improvement over this second year to ensure year 3 achieves the outcomes of the CYPP in 2019 <i>In Progress (35% complete)</i></p>	<p>Fiona Phur 07/09/2017 31/08/2017</p>	<p>Likelihood :4 Impact :5</p> <p style="text-align: center;">20</p> <p>Escalate to SRMG</p>	<p>Likelihood :4 Impact :5</p> <p style="text-align: center;">20</p> <p>Escalate to SRMG</p>	<p>07/06/2017 Progress for the first year of the Children and Young People's Plan has been reported to the Children's Trust Executive and the Cabinet. The Children's Trust Executive are pleased with the progress against the 7 Improvement Programmes, but recognise there is still much work to be done. Action plans for 2017/18 have been drawn up with a focus on a stepped improvement over this second year to ensure year 3 achieves the outcomes of the CYPP in 2019. Ofsted quarterly monitoring visits have concluded adequate progress is being made and DfE intervention has confirmed a "significant improvement" in Somerset's Children's Services, including more manageable case-loads, a more stable workforce and better partnership working as reported by the Minister in December 2016. Despite this, until a re-inspection, services are judged inadequate. Change is evident but universal improvement remains is a challenge.</p>

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<p>ORG0036</p> <p>Risk Owner: Patrick Flaherty</p> <p>Next Risk Review Date: 10/08/2017</p>	<p>Risk Description: Strategic Risk 2016: Partnership working: We fail to increase our partnership working with a variety of organisations and agencies to deliver cost effective services and increase the investment in our County</p> <p>Cause: the Council does not look for, or instigate new opportunities for future growth and increased efficiency in service delivery</p> <p>Consequence: Costs of service delivery increase, we become less successful in delivering services and fail to secure new investment.</p>	<p>Likelihood :4 Impact :5</p> <p style="text-align: center;">20</p> <p>Escalate to SRMG</p>	<ul style="list-style-type: none"> Develop preferred model for integrated working with the NHS Reviewed 03/07/2017: No change - review post election <i>In Progress (95% complete)</i> Devolution Proposal for Somerset & potential partners - Statement of Intent to Central Government 4 Sept 2015 Reviewed 03/07/2017: no change - review post election <i>In Progress (90% complete)</i> Linked to /001: SCC is working closely with CCS, and three Somerset NHS Trusts to develop our STP. Reviewed 03/07/2017: no change - review post election <i>In Progress (50% complete)</i> 	<p>Patrick Flaherty 10/08/2017 31/07/2017</p> <p>Patrick Flaherty 10/08/2017 31/08/2017</p> <p>Patrick Flaherty 10/08/2017 31/08/2017</p>	<p>Likelihood :4 Impact :5</p> <p style="text-align: center;">20</p> <p>Escalate to SRMG</p>	<p>Likelihood :3 Impact :5</p> <p style="text-align: center;">15</p> <p>Monthly</p>	<p>10/07/2017 Reviewed 03/07/2017: Post-election there has been very limited progress on these matters so I believe that post-review it remains as is.</p>
<p>ORG0032</p> <p>Risk Owner: Richard Williams</p> <p>Next Risk Review Date: 02/08/2018</p>	<p>Risk Description: Strategic Risk 2017: Information Governance: An event occurs that results in a statutory breach of data protection legislation. This could be an ICT security vulnerability that compromises the PSN network, a significant disclosure of sensitive personal data or another procedural breach of the EU GDPR.</p> <p>Cause: An intentional exploitation of a security vulnerability in the SCC network by hostile agents such as hackers or malware. Non-compliance with the articles and recitals in the EU GDPR in 2018. A significant unintentional data breach of sensitive personal or business data in email, post, fax by an employee, contractor, service provider or an SCC Councillor.</p>	<p>Likelihood :5 Impact :4</p> <p style="text-align: center;">20</p> <p>Escalate to SRMG</p>	<ul style="list-style-type: none"> Publication of EUGDPR Privacy Notice The EU-GDPR requires the publication of a comprehensive Privacy Notice detailing the services provided, the personal data processed, the sharing agreements, the retention periods and access arrangements for data subjects <i>In Progress (25% complete)</i> Induction training for Information Security and Data Protection The EU-GDPR requires that all employees are fully aware of their responsibilities for processing personal data. SCC will endeavour to ensure all new employees are trained in Information Security and Data Protection within 3 months of commencing employment. <i>In Progress (10% complete)</i> 	<p>Peter Grogan 02/10/2017 01/05/2018</p> <p>Peter Grogan 02/10/2017 01/05/2018</p>	<p>Likelihood :4 Impact :4</p> <p style="text-align: center;">16</p> <p>Escalate to SRMG</p>	<p>Likelihood :3 Impact :4</p> <p style="text-align: center;">12</p> <p>Quarterly</p>	<p>03/08/2017 Given compliance requirements and need to protect confidential and sensitive data it is imperative that this risk is actively managed and that all members of staff are aware of their obligations.</p>

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		<p>Consequence: The Council is exposed to fraud, loss of reputation, legal action by clients or employees and / or the possibility of fines from the Information Commissioner's Office (currently estimated at £100k - £200k but potentially much higher in 2018). Members of the Public are exposed to harm or distress due to the significant unauthorised disclosure of personal data.</p>		<ul style="list-style-type: none"> ◦ Publication and distribution of EU-GDPR policies to all employees The EU-GDPR requires that all employees are made aware of SCC policy for processing personal data. SCC will endeavour to ensure all employees have received mandatory Information Security and Data Protection, by Metacompliance, prior to the adoption of the EUGDPR in may 2018. <i>In Progress (25% complete)</i> ◦ Information Sharing Agreements Somerset County Council will review and implement all current Information Sharing Agreements in compliance with the EU-GDPR <i>In Progress (20% complete)</i> ◦ Information Asset register Creation of a comprehensive Information Asset Register to enable SCC to identify where personal data is held, who is responsible for it and any risks associated with processing Business analyst from ICT is working on the initial IAR linked to the Applications register, anticipated completion June 2017. IAR has now been drafted, it is attached to the ICT Application asset register and the fields required are being formalised on target for June 2017 <i>In Progress (50% complete)</i> ◦ Effective management of Data Subjects rights SCC must ensure that all data subjects rights are respected with regard to lawful and fair processing and specifically access to records and DSAR processing <i>In Progress (35% complete)</i> 	<p>Peter Grogan 02/10/2017 01/05/2018</p> <p>Peter Grogan 02/10/2017 01/05/2018</p> <p>Peter Grogan 02/10/2017 01/05/2018</p> <p>Peter Grogan 02/10/2017 01/05/2018</p>			

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				<ul style="list-style-type: none"> ◦ Publish and implement Corporate H&S Training Policy 10/04/2017: This has now been published and the HSPSG will be informed at the April 2017 Meeting. By GLH 5 July 2017: Policy published all informed. Essential Training to be completed within 3 years. By GLH <i>In Progress (90% complete)</i> ◦ Create common processes so staff can be interchanged across County 23/8/2017 HBoyle (via email). The FM Team have moved to Property and a review of work currently carried out is taking place. Functions such as management of the Vol Fund and Imprest and processing of the School Uniform Grant on behalf of the Taunton Heritage Trust have sat with FM because staff are always on site to issue payments however these are not FM functions. Once the review has taken place and there is clarity on the functions remaining with FM, this work will continue. <i>In Progress (25% complete)</i> ◦ Services to include actions related to meeting their H&S responsibilities within their planning processes 10/04/2017: Core brief for April reflects the need to service teams to include H&S as a standing item in Team Meetings. In addition an Induction checklist has been created. This will all be covered again at the HSPSG in April 2017 and monitored at future HSPSG. <i>In Progress (10% complete)</i> 	<p>Graham Holmes 08/01/2018 01/09/2017</p> <p>Heidi Boyle 18/09/2017 30/03/2018</p> <p>Claire Lovett (LP) 08/06/2017 30/09/2017</p>			

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	ORG0040	<p>Risk Description: Strategic Risk 2015: Benefit Realisation: Failure to deliver service transformation (financial and non-financial benefits), and necessary cost savings, performance improvements, and legislative changes requiring significant service re-design through our Core Council Programme.</p> <p>Cause: Transformation not considered a corporate priority with funding and resources not prioritised to this area. A lack of joint commissioning priorities to identify innovative ideas for future transformational change and a lack of collaboration between SCC services and partners.</p> <p>Consequence: Inability to balance the budget, reputational damage and fines through a failure to meet legislative change, stagnation or deterioration in performance impacting on the service we provide to our customers (including some of the most vulnerable people in the community).</p>	<p>Likelihood :5 Impact :5</p> <p style="text-align: center;">25</p> <p>Escalate to SRMG</p>	<ul style="list-style-type: none"> ◦ Review need for Business Case refresher training during service planing 14/08/17 - Business Cases being used to track 5 high-spend corporate priority areas. <i>In Progress (75% complete)</i> ◦ Collaboration between Services and provision of specialist knowledge to the Core Council Programme projects/programmes 14/08/17 - SME forum has developed into the Corporate Support Services Network (CSSN) and links to commissioning and corporate planning have been strengthened. Looking at Support Service needs across all planning and commissioning activity. <i>In Progress (75% complete)</i> 	<p>Daniel Forgham-Healey 14/02/2018 14/08/2018</p> <p>Daniel Forgham-Healey 14/08/2018 14/08/2018</p>	<p>Likelihood :3 Impact :5</p> <p style="text-align: center;">15</p> <p>Monthly</p>	<p>Likelihood :3 Impact :5</p> <p style="text-align: center;">15</p> <p>Monthly</p>	<p>14/08/2017 14-08-17 - The increased scope and scale of transformation activity threatens to spread resources too thin across too many corporate priorities.</p>

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	ORG0042	<p>Risk Description: Strategic Risk 2015: HR: The risk of not having the employee capacity to deliver and support delivery of core front line services</p> <p>Cause: Combination of austerity measures and market forces in being able to attract suitably qualified people to work for the Council on a permanent basis</p> <p>Consequence: Reduced levels of service activity, more reliance on existing employees and possible issues with consistency on quality.</p>	<p>Likelihood :4 Impact :4</p> <p style="background-color: red; color: white; text-align: center; padding: 2px;">16</p> <p>Escalate to SRMG</p>	<ul style="list-style-type: none"> ◦ Locum's covering permanent posts. On-going recruitment campaign Reviewed 27/07/2017: No Change <i>In Progress</i> (50% complete) ◦ 'Entry level' schemes used (e.g. 'Step Up to Social Care') & graduate social workers Reviewed 27/07/2017: ongoing <i>In Progress</i> (60% complete) ◦ Closely monitored operationally & at Programme Improvement Boards Reviewed 27/07/2017: New dashboard in place at corporate & service level. Establishment control in place <i>In Progress</i> (75% complete) ◦ Develop process for establishment control Reviewed 27/07/2017: C Squire: established. Need a period of time to monitor effectiveness <i>In Progress</i> (95% complete) ◦ Establish Adults Service Workforce Board Reviewed 26/07/2017: First meeting about to take place <i>In Progress</i> (75% complete) ◦ Implementation of Young People's Strategy – Increased employment of apprentices across the organisation <i>In Progress</i> (10% complete) 	<p>Chris Squire 26/10/2017</p> <p>Chris Squire 26/10/2017</p> <p>Chris Squire 26/10/2017</p> <p>Chris Squire 26/10/2017 18/12/2017</p> <p>Chris Squire 26/10/2017 31/10/2017</p> <p>Chris Squire 26/10/2017</p>	<p>Likelihood :3 Impact :4</p> <p style="background-color: yellow; text-align: center;">12</p> <p>Quarterly</p>	<p>Likelihood :3 Impact :4</p> <p style="background-color: yellow; text-align: center;">12</p> <p>Quarterly</p>	<p>26/07/2017 27/7/2017 - C Squire: progress is being made but does not change the current score at present.</p>

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	ORG0007 Risk Owner: Paula Hewitt Next Risk Review Date: 14/11/2017	<p>Risk Description: Strategic Risk 2014: Business Continuity: Short or long-term service disruption may occur</p> <p>Cause: [because of] Lack of formal arrangements in place or being finalised that enable managers to review risks in the planning for business continuity</p> <p>Consequence: [resulting in] Major disruptive challenge to service provision and unplanned costs.</p>	<p>Likelihood :3 Impact :5</p> <p style="text-align: center;">15</p> <p>Monthly</p>	<ul style="list-style-type: none"> ◦ Business Continuity Steering Group Hold regular meetings of the Business Continuity Steering Group. Membership includes SCC service representatives and colleagues from the District Councils. Purpose of the Steering Group is to embed and promote effective business continuity arrangements throughout the local authorities and contracted services. In 2017/18 meetings are scheduled for May, August, November and March. <i>In Progress (25% complete)</i> ◦ Annual test of business continuity plans Hold a table-top exercise in spring 2018 to test the SCC Corporate Business Continuity Plan and the supporting service level plans. District councils are invited to participate. Build on the lessons identified in Ex Viral Crisis held in March 2017. <i>In Progress (10% complete)</i> ◦ Annual update of SCC Corporate Business Continuity Plan Revise the SCC Corporate Business Continuity Plan annually or following an activation of the corporate level arrangements. Plan was last updated and re-issued in January 2017. Next routine update is scheduled for January 2018. <i>In Progress (10% complete)</i> 	<p>Nicola Dawson 21/11/2017 31/03/2018</p> <p>Nicola Dawson 26/11/2017 31/03/2018</p> <p>Nicola Dawson 03/02/2018 31/01/2018</p>	<p>Likelihood :3 Impact :4</p> <p style="text-align: center;">12</p> <p>Quarterly</p>	<p>Likelihood :3 Impact :4</p> <p style="text-align: center;">12</p> <p>Quarterly</p>	14/08/2017 Controlled risk score remains unchanged. P Hewitt 14/08/17

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	ORG0002	<p>Risk Description: Strategic Risk 2015: Commissioning: Failure to adequately commission services and/or failure in the market and supply chain</p> <p>Cause: Demand led response and not outcome driven (trying to deliver the same service with less resources is no longer feasible), limits the ability to deploy resources previously identified for investment in preventative services</p> <p>Consequence: Resulting in transfer and a reduction in planned long term savings and the council being unable to meet statutory obligations and/or to deliver the County Plan objectives, Incur additional financial costs, fail to achieve value for money, reputation damage, vulnerable individuals at greater risk, financial penalty</p>	<p>Likelihood :5 Impact :5</p> <p style="text-align: center;">25</p> <p>Escalate to SRMG</p>	<ul style="list-style-type: none"> ◦ Workforce Development in place to ensure commissioning staff have the right skills & competencies for the role 03/02/2016: New SM in post and developing plan to embed commissioning in SCC including workforce development plan. Commissioning Board to review plan in February. <i>In Progress</i> (60% complete) ◦ A&H commissioning intentions for 2015 16 has been drafted and commissioning structure revised to align it to the TOM. A&H commissioning intentions for 2015 16 has been drafted and commissioning structure revised to align it to the TOM. We are currently working through workplans to ensure resources are aligned to the new Commissioning Intentions <i>In Progress</i> (10% complete) ◦ Discussions with commissioners to ensure information available is appropriate and readily accessible. Review 5 Mar 2015: Regular updates with SCMG on a monthly basis regarding latest insight and intelligence <i>In Progress</i> (60% complete) 	<p>Mickey Green 02/08/2017 28/07/2017</p> <p>Stephen Chandler 06/05/2017 28/04/2017</p> <p>Malc Riches 30/04/2017 30/09/2017</p>	<p>Likelihood :3 Impact :4</p> <p style="text-align: center;">12</p> <p>Quarterly</p>	<p>Likelihood :3 Impact :4</p> <p style="text-align: center;">12</p> <p>Quarterly</p>	<p>12/07/2017 Controlled risk score remains unchanged. P Hewitt 12/07/17</p>

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<p>ORG0024</p> <p>Risk Owner: Richard Williams</p> <p>Next Risk Review Date: 03/02/2017</p>	<p>Risk Description: Strategic Risk 2011: Operations: Quality of service delivery is inconsistent and fails to meet our customers expectations</p> <p>Cause: Funding constraints coupled with increasing demand. This continues as we move to a new MTFP period and the likely CSR announcement for us.</p> <p>Consequence: Loss of customer confidence and trust in the Council, impacting on the reputation of the council</p>	<p>Likelihood :4 Impact :4</p> <p>16</p> <p>Escalate to SRMG</p>	<ul style="list-style-type: none"> Putting in place effective contract management at a senior level throughout the Council Update 25/06: Greater commercial awareness cascaded through organisation. Establishing greater clarity between day - to -day Contract Management via operations and Commercial management delivered via procurement team. as part of SWAP Audit <i>In Progress (40% complete)</i> Ensure adequate management information and reporting is in place to monitor quality through the Business Intelligence Function <i>In Progress (80% complete)</i> 	<p>Richard Williams 02/08/2018 02/08/2018</p> <p>Malc Riches 07/09/2017</p>	<p>Likelihood :4 Impact :3</p> <p>12</p> <p>Quarterly</p>	<p>Likelihood :4 Impact :3</p> <p>12</p> <p>Quarterly</p>	<p>03/08/2016 This remains a risk to the Council as budgets tighten still further and as in year demands continue to grow, particularly in children's services and adult services. As such its status needs to remain.</p>
<p>ORG0010</p> <p>Risk Owner: Stephen Chandler</p> <p>Next Risk Review Date: 10/10/2017</p>	<p>Risk Description: Strategic Risk 2016: Safeguarding Adults: We fail to deliver our statutory safeguarding activity in relation to adults</p> <p>Cause: there is a risk that death or injury to a vulnerable member of the public or a member of staff, where the county council has not completely fulfilled its responsibilities may occur</p> <p>Consequence: leading to increased audit inspections, personal litigation claims, adverse publicity for the council and possible financial penalties</p>	<p>Likelihood :3 Impact :5</p> <p>15</p> <p>Monthly</p>	<ul style="list-style-type: none"> Establish a dedicated ASC Safeguarding and Quality Service and ensure it effectively and efficiently manages and responds to A dedicated Safeguarding Service has been in place since Sept 2015. Action plan in place to manage growing demand, and significant work now underway to ensure performance standards are understood and targets routinely met. Recent SWAP Audit undertaken which recognises both strengths and areas requiring further attention. Current ASC Restructure will have impact on current model of service delivery and capacity, and split the current function between ops and commissioning, with ops sitting beneath Carolyn Smith (Strategic Manager for Mental Health & Safeguarding) and commissioning/care quality aspects sitting beneath Niki Shaw (Strategic Manager for Quality & Performance) <i>In Progress (90% complete)</i> 	<p>Mel Lock 09/10/2017 29/09/2017</p>	<p>Likelihood :3 Impact :4</p> <p>12</p> <p>Quarterly</p>	<p>Likelihood :3 Impact :4</p> <p>12</p> <p>Quarterly</p>	<p>10/07/2017 Risk reviewed and action updated, reflecting ASC restructure developments</p>

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	<p>ORG0031</p> <p>Risk Owner: Trudi Grant (JB)</p> <p>Next Risk Review Date: 15/12/2017</p>	<p>Risk Description: Strategic Risk 2014: Public Health: Non-delivery of statutory functions and legal obligations in relation to protecting and improving the health and well-being of the local population</p> <p>Cause: Increased demand and costs of health and social care services</p> <p>Consequence: Possible deaths, inability to respond to serious disease outbreaks/epidemic, rises in avoidable deaths and morbidity. Lack of business continuity, reduced public confidence, litigation claims, bad publicity, reduced social and economic prosperity.</p>	<p>Likelihood :5 Impact :5</p> <p style="text-align: center;">25</p> <p>Escalate to SRMG</p>	<p>o All mitigating actions are in place the risk rating is in relation to health protection specifically</p> <p>All mitigating actions are in place and assurance for the health protection system is gained through the Health Protection Forum. The risk rating is in relation to health protection specifically as most Public Health outbreaks / risks could result in numerous deaths. <i>In Progress (99% complete)</i></p>	<p>Trudi Grant (JB) 15/12/2017</p>	<p>Likelihood :2 Impact :5</p> <p style="text-align: center;">10</p> <p>Monthly</p>	<p>Likelihood :2 Impact :5</p> <p style="text-align: center;">10</p> <p>Monthly</p>	<p>16/03/2017 Statutory Assurance has been reviewed - risk to be reviewed again in 6 months</p>

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	<p>ORG0022</p> <p>Risk Owner: Richard Williams</p> <p>Next Risk Review Date: 04/12/2017</p>	<p>Risk Description: Strategic Risk 2014: ICT: Unintentional events, including changes to our IT system, or intentional attempts that damage our systems, property, reputation or one of our other resources.</p> <p>Cause: Communication disruption, reduced satisfaction with services e.g. unplanned downtime for ICT, increased FOI culture. Increase in claims for compensation, increased external / internal fraud, increased tendency to 'work the system'.</p> <p>Consequence: Risk to our customers wellbeing if data can not be accessed, financial cost - reduced funding to meet objectives, reputation damage, ties up management time, cost of extra control, possible aversion to risk taking.</p>	<p>Likelihood :3 Impact :5</p> <p style="background-color: orange; text-align: center;">15</p> <p>Monthly</p>	<p>o Updated Information Governance Policies New Enterprise Architecture team security training & awareness sessions for IT & SMEs</p> <p><i>In Progress (40% complete)</i></p>	<p>Dave Littlewood 04/12/2017</p>	<p>Likelihood :3 Impact :2</p> <p style="background-color: green; text-align: center;">6</p> <p>Six Months</p>	<p>Likelihood :2 Impact :2</p> <p style="background-color: green; text-align: center;">4</p> <p>Six Months</p>	<p>03/08/2017 The resilience and security of our IT systems and data has been a focus in our implementation of cloud based and other changes to the IT infrastructure. We need to remain vigilant particularly to external threats including viruses. Given pace of change in IT this should be a 6 monthly review.</p>