

Strategic Risk Report - Somerset County Council (SLT)

Appendix A

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 Risk Owner: Sheila Collins Next Risk Review Date: 14/10/2019	<p>Risk Description: Strategic Risk Update 2019: Maintaining a balanced budget for 2019/20 and ensuring a sustainable MTFP.</p> <p>There is a risk to the council's long term sustainability if there are significant in-year service overspends, and or if the council suffers significant loss of funding in future years its ability to prepare a robust and sustainable MTFP for 2020/21 onwards may be impacted.</p> <p>Cause: Because reserves remain at low levels and the Council has a statutory duty to deliver services where demographic pressures remain high and volatile, and because significant savings remain to be delivered the Council:</p> <p>1) is dependent on the Government clarifying the future of Local Government funding to enable effective longer-term planning, 2) must have a robust MTFP (2020-23) process that engages stakeholders.</p> <p>Consequence: A balanced budget has been set for 2019/20 and the level of reserves improved during 2018/19. However, there remains a risk of service overspends due to demographic pressures and / or the non-delivery of savings in 2019/20. On-going Local Government funding uncertainty means the Council can only</p>	<p>Likelihood :5 Impact :5</p> <p>25</p> <p>Red - V. High Risk</p>	<ul style="list-style-type: none"> ◦ Head of Procurement is developing a business case to improve contract spend tracking across services Presentation to SLT April 2019 outlining key issues and options for resolution. Work to take this forward, for example contract management module of SAP to be utilised, will be incorporated in to MTFP working group led by Sheila Collins <i>In Progress (20% complete)</i> ◦ Robust MTFP process Budget timetable has been developed and weekly meeting to monitor process have been set up. 3 All member briefing have been arranged and other stakeholder engagement planned. Budget scenarios have been developed and Best, worse and Predicted Case for the MTFP has been developed. Budget Challenge sessions have taken place during August to review cost pressures and unachievable savings. Expenditure confidence forms have been sent to all budgets holders. SLT away day on 17 September will review the overall position and agree the process for balancing the budget. <i>In Progress (70% complete)</i> ◦ Controls as in 2018/19 focus on high risk budget management To ensure new tighter financial controls are embedded in financial practices across the council the same rigour to controlling spend that was in place in 2018/19 (ie 10 point plan, savings tracker, financial reporting to Members etc), will be maintained throughout 2019/20. <i>In Progress (60% complete)</i> 	<p>Claire Griffiths 31/10/2019 31/10/2019</p> <p>Jason Vaughan 03/10/2019</p> <p>Lizzie Watkin 30/09/2019</p>	<p>Likelihood :4 Impact :4</p> <p>16</p> <p>Red - V. High Risk</p>	<p>Likelihood :4 Impact :4</p> <p>16</p> <p>Red - V. High Risk</p>	<p>06/09/2019 Qtr 1 budget monitoring report to Cabinet (14 August 2019) confirmed that a balanced budget forecast end of year position was being sustained. Alongside this £6.1m of the corporate contingency remains unallocated and services with (all be they relatively small) forecast overspends, continue to develop and track management action to reduce these. In addition 98% of savings required in 2019/20 are reported as either on-track or delivered. Monthly reports will continue throughout 2019/20 to ensure timely monitoring and reporting of any variances.</p>

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		develop its MTFP (2020-23) on sensible assumptions, rather than known funding allocations		<ul style="list-style-type: none"> ◦ Lobbying / horizon scanning Council proactively responding to Government consultations to make the case for improved funding for Somerset. This has included responding to the two technical consultations on the governments proposed Business Rates Retention Review and Fair funding Review proposals (these were only high level technical consultations at this stage) (February 2019 ; and submitting views to the Governments Spending Review Inquiry (April 2019). Council is part of the Stand up for care campaign and has lobbied for additional funding prior to the Comprehensive Spending Review. <i>In Progress (50% complete)</i> 	Jason Vaughan 29/09/2019			

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<p>ORG0011</p> <p>Risk Owner: Chris Squire</p> <p>Next Risk Review Date: 05/10/2019</p>	<p>Risk Description: Strategic Risk 2016: Health & Safety: Death or injury to a member(s) of the public or a member(s) of staff, volunteers, visiting contractors or service users</p> <p>Cause: Failure to manage our activities, assets, premises and contracts in compliance with our statutory duties and organisational policies in respect of Health & Safety, either directly, or indirectly through our strategic partners</p> <p>Consequence: 1. Death or serious harm ("dangerous occurrence" (defined by legislation)) to a service user, pupil, member of the public or a member of staff; 2. Criminal prosecution and enforcement action under H&S / Fire / Corporate Manslaughter legislation. 3. Civil Claims and/or personal litigation claims for negligence 4. Adverse publicity and damage to reputation for the Council 5. Increased audit inspection 6. Increased costs and financial penalties</p>	<p>Likelihood :5 Impact :5</p> <p style="background-color: red; color: white; text-align: center; padding: 2px;">25</p> <p>Red - V. High Risk</p>	<p>◦ Create common processes so staff can be interchanged across County 25/10/2017 - nothing has changed to the status below as the FM review is ongoing 20/12/2017 - Review due to complete in May 2018, no change to status. 21/05/2018 - Review complete - associated changes due to be implemented with effect from 1st September 2018. 04/09/2018 - Taunton restructure implemented 30/08/18 Business Support functions due to move with effect from 1 November. Processes to be produced for remaining FM tasks. 18/12/18 - Staff Instructions created on One Note, Policies being reviewed at regular workshops, training plan in place. 18/03/19 structure change in County Hall team and vacancies in areas. intend to have staff instructions complete by 31/08/19 <i>In Progress (75% complete)</i></p>	<p>Heidi Boyle 24/09/2019 31/12/2019</p>	<p>Likelihood :3 Impact :5</p> <p style="background-color: orange; text-align: center; padding: 2px;">15</p> <p>Amber - High Risk</p>	<p>Likelihood :3 Impact :5</p> <p style="background-color: orange; text-align: center; padding: 2px;">15</p> <p>Amber - High Risk</p>	<p>05/09/2019 Methods to ensure safe environments range from providing premise managers, head teachers and governors with training on the statutory duties. This includes submitting Legionella, Asbestos, Safety Glazing, Radon, Fire Risk Update, Food Hygiene, Premise Risk Assessment.</p> <p>Training is provided on all the above topics to all Premises Managers by the CHSU. The CHSU also provide hands on Fire training for all Fire Wardens with a compulsory online fire awareness training available for all staff regardless of status via TLC.</p> <p>Incident Reports are monitored and controlled with reports submitted to the relevant service area Steering Group with the HSWSG seeing a full overview of all incidents. Any lessons learnt are passed to all service areas.</p> <p>Fire Risk Assessments are undertaken on all SCC premises and reviewed on a rolling programme every 3 – 5 years or when any building/alterations take place. Time line is based on the activities/occupation within each building e.g. Larger buildings and large complex</p>

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								<p>undertaken more frequently than one building/room premise. Likewise sleeping accommodation is more frequent than non-sleeping accommodation.</p> <p>H&S audit are undertaken on a 3 yearly cycle for any safety failings/noncompliance currently by CHSU.</p> <p>SWAP undertake various H&S audits and submit reports which are transferred onto Org 11, Recent audits revolved around Governance arrangements in Premise, Lone Working. Working Groups have been established to action the SWAP recommendations.</p> <p>Further external websites such as the HSE and professional organisation are monitored to ensure that managers/staff are aware of any changes. This is then displayed on the CHSU Internet page as exemplified by the recent Lanyard possible strangulation when involved in a car incident and air bags get activated.</p> <p>Work on ensuring there is consistency of approach for Lone Working arrangements is progressing</p>

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	<p>ORG0009</p> <p>Risk Owner: Julian Wooster</p> <p>Next Risk Review Date: 31/10/2019</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, financial constraints and management challenges</p> <p>Consequence: Possible abuse, injury or loss of life to a vulnerable child through lack of provision of service. 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 :4 Impact :5</p> <p style="background-color: red; color: white; text-align: center; padding: 2px;">20</p> <p>Red - V. High Risk</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</p> <p>Extract from Closing Statement Year 3: Somerset Children and Young People's Plan 2016 - 2019 was a focused improvement plan. It identified seven improvement areas to drive change further and faster. And we are immensely proud of some of the huge improvements that have been made over the course of the Plan, including our improved OFSTED judgement. We have consulted with practitioners and families, children and young people to evaluate the success of the plan. Main themes arising are better community working, better partnership work and clearer direction and leadership. In a survey of practitioners, we learned that 73% of multi-agency staff surveyed felt that partnership working has 'improved a lot'. <i>In Progress</i></p>	<p>Adrienne Parry 18/09/2019 30/12/2019</p>	<p>Likelihood :3 Impact :5</p> <p style="background-color: orange; text-align: center; padding: 2px;">15</p> <p>Amber - High Risk</p>	<p>Likelihood :3 Impact :5</p> <p style="background-color: orange; text-align: center; padding: 2px;">15</p> <p>Amber - High Risk</p>	<p>31/07/2019 Please refer to the closing statement of the Children and Young People's Plan 2016-19. In summary: Somerset Children and Young People's Plan 2016 - 2019 was a focused improvement plan. It identified seven improvement areas to drive change further and faster. And we are immensely proud of some of the huge improvements that have been made over the course of the Plan, including our improved OFSTED judgement. We have consulted with practitioners and families, children and young people to evaluate the success of the plan. Main themes arising are better community working, better partnership work and clearer direction and leadership. In a survey of practitioners, we learned that 73% of multi-agency staff surveyed felt that partnership working has 'improved a lot'.</p>

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	ORG0002 Risk Owner: Paula Hewitt Next Risk Review Date: 13/11/2019	Risk Description: Strategic Risk 2019: Commissioning across SCC: Failure to adopt and follow the principles contained with the Commissioning Vision and Operation Model, to understand links and opportunities across the system (internally and externally) and to commission effectively Across the organisation. Cause: Commissioning Teams and those with responsibility for commissioning have different approaches across the organisation. Some commissioners lack the skills to commission effectively. Consequence: Results in inconsistent, inefficient and ineffective commissioning across the organisation.	Likelihood :5 Impact :5 25 Red - V. High Risk			Likelihood :3 Impact :4 12 Yellow - Medium Risk	Likelihood :3 Impact :4 12 Yellow - Medium Risk	13/08/2019 There are no actions for this risk. These need to be added by the strategic manager for commissioning development. However she is currently on secondment. P Hewitt 13/08/19
	ORG0007 Risk Owner: Michele Cusack Next Risk Review Date: 09/12/2019	Risk Description: Strategic Risk 2019 update: Business Continuity: Service interruptions are not planned for and are therefore unmitigated Cause: Managers do not plan effectively to mitigate business continuity disruptions to the delivery of SCC services. Consequence: Impacts on service users ranging from inconvenience to serious harm and death; potential for additional unplanned costs for SCC and reputational damage. loss of staff, premises, IT, utilities, contract	Likelihood :3 Impact :5 15 Amber - High Risk	<ul style="list-style-type: none"> Annual Corporate Business Continuity Exercise Hold a table-top exercise in spring 2019 to test the SCC Corporate Business Continuity Plan and the supporting service level plans. Invite SCC services and district councils to participate. Build on the lessons identified in Ex Viral Crisis (March 2017) and Exercise Long Reach (April 2018). This has been overtaken by events. Intention now is to use the no-deal Brexit planning as this year's corporate test and to hold a workshop later in the year to evaluate the effectiveness of the planning and to capture lessons. <i>In Progress (30% complete)</i> 	Nicola Dawson 01/10/2019 <i>30/09/2019</i>	Likelihood :3 Impact :4 12 Yellow - Medium Risk	Likelihood :3 Impact :4 12 Yellow - Medium Risk	09/09/2019

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			<ul style="list-style-type: none"> Plan for no-deal Brexit impacts using corporate BC plan <i>In Progress</i> (10% complete) 	Nicola Dawson 28/09/2019 30/09/2019			
ORG0032	<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>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>	<p>Likelihood :5 Impact :4</p> <p style="background-color: red; color: white; text-align: center; padding: 2px;">20</p> <p>Red - V. High Risk</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</i> 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</i> Information Sharing Agreements and Contracts Somerset County Council will review and implement all current Information Sharing Agreements and contracts in compliance with the EU-GDPR <i>In Progress</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; Major deferral to allow Microsoft to implement the IAR <i>In Progress</i> (40% complete) 	<p>Rebecca Martin 15/09/2019 01/04/2019</p> <p>Rebecca Martin 15/09/2019 31/12/2019</p> <p>Rebecca Martin 15/09/2019 31/12/2019</p> <p>Rebecca Martin 21/02/2020 31/03/2020</p>	<p>Likelihood :3 Impact :4</p> <p style="background-color: yellow; text-align: center; padding: 2px;">12</p> <p>Yellow - Medium Risk</p>	<p>Likelihood :3 Impact :4</p> <p style="background-color: yellow; text-align: center; padding: 2px;">12</p> <p>Yellow - Medium Risk</p>	01/07/2019 risk mitigation continues through improved firewalls and postponement of Cloud Migration.

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			<ul style="list-style-type: none"> 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 (70% complete)</i> 	Rebecca Martin 21/11/2019 29/02/2020			
ORG0052 Risk Owner: Patrick Flaherty Next Risk Review Date: 21/09/2019	Risk Description: Significant disruption to services post 31st October if the UK leaves the European Union because of a "No Deal Brexit" Cause: The current uncertainty into the detail of the UK withdrawal agreement and with insufficient time to plan mitigation especially where Government guidance is not provided or provided very late. Consequence: Based on the documentation received so far, consequences are likely to be; * The loss of EU funding which, if not replaced by Central Government, may pose a risk to the economic and social programmes of the Council and its partners. * Interest rates and exchange rates may be affected by the withdrawal process impacting on the affordability of the Council's capital programme. * Restrictions on the free movement of people could lead to skills gaps in the Council, our partner organisations and local businesses. * Disruption to supplies, increased demands for service, price increases and potential loss of income	Likelihood :5 Impact :5 <div style="background-color: red; color: white; text-align: center; width: 30px; height: 15px; margin: 5px auto;">25</div> Red - V. High Risk	<ul style="list-style-type: none"> Workshop with Districts / partners - 11 September 2019 <i>In Progress (50% complete)</i> SCC Brexit Team identified and commence 2 September 2019 <i>In Progress (90% complete)</i> Councils Brexit Lead Officer identified <i>In Progress (99% complete)</i> 	Nicola Dawson 21/09/2019 Michele Cusack 03/10/2019 Michele Cusack 03/10/2019	Likelihood :4 Impact :3 <div style="background-color: yellow; text-align: center; width: 30px; height: 15px; margin: 5px auto;">12</div> Yellow - Medium Risk	Likelihood :3 Impact :3 <div style="background-color: yellow; text-align: center; width: 30px; height: 15px; margin: 5px auto;">9</div> Yellow - Medium Risk	

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	<p>ORG0024</p> <p>Risk Owner: Simon Clifford 2</p> <p>Next Risk Review Date: 07/11/2019</p>	<p>Risk Description: Strategic Risk 2019: Market management and development: Failure to effectively monitor and manage our markets (and supply chains) to ensure we optimise value for money, income generation opportunities and protect ourselves against unsustainable suppliers / supply chains.</p> <p>Cause: Lack of coordination across the organisation in terms of our commercial and market development activity. There is limited understanding and shared learning of supplier strengths and weaknesses, or around concerns with our markets. There is also a lack of control over our principle supply chains.</p> <p>Consequence: Loss of customer confidence and trust in the Council, impacting on the reputation of the council. Lack of supplier confidence, restricting our ability to deliver front line services.</p>	<p>Likelihood :4 Impact :4</p> <p style="background-color: red; color: white; text-align: center; padding: 2px;">16</p> <p>Red - V. High Risk</p>	<p>o Putting in place effective contract management at a senior level throughout the Council</p> <p>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. Directorates now adapting to new approach. <i>In Progress</i> (90% complete)</p>	<p>Simon Clifford 2 18/09/2019 31/03/2020</p>	<p>Likelihood :3 Impact :4</p> <p style="background-color: yellow; text-align: center; padding: 2px;">12</p> <p>Yellow - Medium Risk</p>	<p>Likelihood :3 Impact :3</p> <p style="background-color: yellow; text-align: center; padding: 2px;">9</p> <p>Yellow - Medium Risk</p>	<p>07/05/2019 Risk has been updated and reviewed.</p>

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	<p>ORG0022</p> <p>Risk Owner: Simon Clifford 2</p> <p>Next Risk Review Date: 19/02/2020</p>	<p>Risk Description: Strategic Risk 2018 update: 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: Delayed implementation of ATP, lack of a Disaster Recovery Plan along with an out of date Corporate Business Continuity Plan. County Hall remains a single point of failure for some elements of connectivity</p> <p>Consequence: The effect of this is to leave us with a lower level of security and increased vulnerability to malicious attacks by third parties on our IT systems.</p>	<p>Likelihood :3 Impact :5</p> <p style="background-color: orange; text-align: center; color: white; font-weight: bold;">15</p> <p>Amber - High Risk</p>	<p>◦ Increase awareness & understanding within SCC around suspicious or unsolicited email with attachments & website file downloads 05092018 - investigate free & open source anti phishing software to increase awareness with staff</p> <p>14/01/2019: ICT have looked at a number of open source products and are talking with Health partnership about the products they use to hold Phishing campaigns. I've asked the IG team to investigate manual process and training that other organisations use in order to inform and train users of the risks. <i>In Progress (50% complete)</i></p>	<p>Dave Littlewood 19/02/2020</p>	<p>Likelihood :3 Impact :4</p> <p style="background-color: yellow; text-align: center; font-weight: bold;">12</p> <p>Yellow - Medium Risk</p>	<p>Likelihood :3 Impact :3</p> <p style="background-color: yellow; text-align: center; font-weight: bold;">9</p> <p>Yellow - Medium Risk</p>	<p>19/08/2019 risk will need to be reviewed early in 2020 as we restart the Cloud migration. until then risk remains constant.</p>

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	ORG0010 Risk Owner: Mel Lock Next Risk Review Date: 15/11/2019	Risk Description: Strategic Risk 2016: Safeguarding Adults: We fail to deliver our statutory safeguarding activity in relation to adults 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 Consequence: leading to increased audit inspections, personal litigation claims, adverse publicity for the council and possible financial penalties	Likelihood :3 Impact :5 15 Amber - High Risk	<ul style="list-style-type: none"> ◦ Improve adult safeguarding conversion rates to ensure team time is spent most effectively on those requiring support <p><i>In Progress (80% complete)</i></p>	Niki Shaw 31/10/2019 31/10/2019	Likelihood :2 Impact :5 10 Amber - High Risk	Likelihood :2 Impact :5 10 Amber - High Risk	<p>15/08/2019 The Adults Safeguarding Service continues to perform well in relation to timeliness and outcomes. The proportion of pathway decisions taken within the target 2 working days has ben consistently delivered and the service is also performing well in ensuring the completion of enquiries within the target 60 days.</p> <p>The 2018/19 Safeguarding Adults Collection (SAC National Return) revealed that in 97% of concluded enquiries the risk had been removed or reduced. Where this was not the case this was usually where the person was assessed as having capacity, for example, to chose to remain in contact with the alleged abuser. We await comparative national data later in the autumn.</p> <p>Work is taking place to support and educate local providers to better assess a safeguarding concern from a quality concern, to enhance the conversion rate figure and ensure only appropriate concerns are reaching the safeguarding service for action.</p>

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			<ul style="list-style-type: none"> ◦ Promote community resilience Promote community resilience: under the Somerset Prepared banner, inform and support residents and communities to be aware of risks and to be prepared. Activities include warning and informing projects, updates to the Somerset Prepared website and a Somerset Prepared Community Resilience Conference in October. <i>In Progress (10% complete)</i> 	Nicola Dawson 11/09/2019 31/03/2020			
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 & retain suitably qualified people to work for the Council</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="text-align: center; background-color: red; color: white; width: 30px; margin: 0 auto;">16</p> <p>Red - V. High Risk</p>			<p>Likelihood :3 Impact :3</p> <p style="text-align: center; background-color: yellow; width: 30px; margin: 0 auto;">9</p> <p>Yellow - Medium Risk</p>	<p>Likelihood :3 Impact :3</p> <p style="text-align: center; background-color: yellow; width: 30px; margin: 0 auto;">9</p> <p>Yellow - Medium Risk</p>	<p>02/07/2019 Workforce numbers continue to be monitored using the corporate HR dashboard and at Children's and Adults' Services Workforce Boards. A workforce board for ECI has also been set-up, with the first meeting on 1st July 2019. A succession planning & talent management tool is being developed and tested in ECI, to mitigate against future workforce capacity and capability risks.</p>

Report Selection Criteria

Status Flag=ACTIVE - Business Unit Code=ORG - ISNULL(Project Code)