

Strategic Risk Review & Control Measure Update report



Strategic Risks - SC(Executive Directors)

Details	cause	Consequence	Current Risk Assessment	Desired Risk Assessment									
ORG0009 Strategic Risk 2020 - CSC: Safeguarding Children: We fail to deliver our statutory service delivery duties and legal obligations in relation to vulnerable children.	Systemic leadership, financial constraints, and management challenges	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.	Amber - High Risk 15 Impact 5 Likelihood 3	Amber - High Risk 15 Impact 5 Likelihood 3	<table border="1"> <thead> <tr> <th>Next Review Date</th> <th>Last Review Date</th> <th>Days Overdue</th> <th>Risk Owner</th> </tr> </thead> <tbody> <tr> <td>30/09/2023</td> <td>19/04/2023</td> <td>0</td> <td>Claire Winter</td> </tr> </tbody> </table>	Next Review Date	Last Review Date	Days Overdue	Risk Owner	30/09/2023	19/04/2023	0	Claire Winter
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30/09/2023	19/04/2023	0	Claire Winter										

Risk Review Update

Review Summary: Regular QPRM meetings continue. QSRM meetings take place with the CEO, DCS and Lead Member for Children's Services on a quarterly basis. An annual conversation takes place with Ofsted to review performance data and practice activity. Updated on 05/10/2022 14:41:33

Control Measure	Control Review Update	Status	Cost to Date Est. Cost	Days Overdue	Review Date	Control Owner
ORG0009/057 Quality, Review and Performance (QPRM) Meetings, led by the DCS, Deputy DCS and Assistant Directors	Review Summary: Regular QPRM meetings continue. QSRM meetings take place with the CEO, DCS and	In Progress (Reactive)		0	30/09/2023	Adrienne Parry

Strategic Risks - SC(Executive Directors)

Details	cause	consequence	Current Risk Assessment	Controlled Risk Assessment									
ORG0053 Strategic Risk 2020 - Resilience: Organisational Resilience: Without the minimum level of capacity and resource, the resilience of the organisation is compromised.	1. Recruitment & retention, competing with other local authorities and the private sector 2. Loss of staff specific to in-house system architecture (Revs & Bens, Housing, SAP etc) 3. Competing priorities including LGR transition, transformation projects and high service pressures etc 4. Emerging financial pressure in 2023-24 5. Assets & Infrastructure e.g. SAP,	Additional pressure on service delivery, fail to realise the staff savings targets.	Red - V. High Risk 20	V. Low Risk 10	<table border="1"> <thead> <tr> <th>Next Review Date</th> <th>Last Review Date</th> <th>Days Overdue</th> <th>Risk Owner</th> </tr> </thead> <tbody> <tr> <td>07/08/2023</td> <td>12/06/2023</td> <td>0</td> <td>Chris Squire</td> </tr> </tbody> </table>	Next Review Date	Last Review Date	Days Overdue	Risk Owner	07/08/2023	12/06/2023	0	Chris Squire
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07/08/2023	12/06/2023	0	Chris Squire										
Impact 5 Likelihood 4	Impact 5 Likelihood 2												

Risk Review Update

Review Summary: 12/6/2023 - CSquire - Updated on 18/07/2022 13:20:30

Control Measure	Control Review Update	Status	Cost to Date Est. Cost	Days Overdue	Review Date	Control Owner
ORG0053/012 New inhouse Replacement solutions and wider skills training		In Progress (Reactive)		0	15/07/2023	Craig Wilkins
ORG0053/009 H&S Create common processes so staff can be interchanged across County.	Review Summary: Being incorporated into Tech Forge processes as inspections and annual.	In Progress (Reactive)		30	21/05/2023	Heidi Boyle
ORG0053/011 Information Governance Asset register	Review Summary: Progressing alongside the Rec Mgt workstream with a view to a combined retention.	In Progress (Reactive)		81	31/03/2023	Rebecca Martin
ORG0053/010 ICT Increase awareness & understanding SCC around suspicious or unsolicited email with attachments & website file downloads.	Software purchased and running. Tested with SLT and members with a Phish campaign. All user	In Progress (Reactive)		477	28/02/2022	Dave Littlewood

Strategic Risks - SC(Executive Directors)

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ORG0056 Strategic Risk 2021 - Supply Chain: Potential for significant supplier disruption across all services but greatest risk to demand and sustainability of funding in the care provision sector, transport services and Waste.	External influences and uncertainties, e.g. Covid19 pandemic and it's effect on suppliers concurrently with the effects of leaving the EU and the formation of an Integrated Care System & Local Government Reorganisation, rising inflation, workforce shortages	increased costs, reduced staffing, effects on local / national suppliers may impact on our commissioning activity and result in SCC not achieving the outcomes it seeks.	Red - V. High Risk 16	Yellow - Medium Risk 12	<table border="1"> <thead> <tr> <th>Next Review Date</th> <th>Last Review Date</th> <th>Days Overdue</th> <th>Risk Owner</th> </tr> </thead> <tbody> <tr> <td>05/07/2023</td> <td>05/06/2023</td> <td>0</td> <td>Mickey Green</td> </tr> </tbody> </table>	Next Review Date	Last Review Date	Days Overdue	Risk Owner	05/07/2023	05/06/2023	0	Mickey Green
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Impact 4 Likelihood 4	Impact 4 Likelihood 3												

Risk Review Update

Review Summary: Commercial pressures in waste sector in particular have increased. Updated on 15/03/2023 12:14:02

Control Measure	Control Review Update	Status	Cost to Date Est. Cost	Days Overdue	Review Date	Control Owner
ORG0056/005 Corporate procedures for contract management	Review Summary: Recently completed Contract Management Pioneer Programme with DLUHC and	In Progress (Reactive)		0	02/10/2023	Claire Griffiths
ORG0056/004 Working closely with children's care suppliers	Review Summary: 14/6/2023 - R Selwyn - Developing a sufficiency strategy for children looked	In Progress (Reactive)		0	15/07/2023	Richard Selwyn
ORG0056/003 Working closely with waste contractor market	Review Summary: 17/4/2023: Contractors are continuing to recruit to 115% of their required	In Progress (Reactive)		34	17/05/2023	Michael Cowdell

Strategic Risks - SC(Executive Directors)

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ORG0057 Strategic Risk 2023 - Sustainable MTFP: The forecast costs of services in the form of the 2023/24 Somerset Council budget must match the financial resources available. There is a risk that the current high inflationary pressures	* The councils funding not increasing at the same rate as the increase in costs. * The very high inflationary environment, increasing interest rates, tight labour market, fuel, energy, care provider & external placement costs are adversely impacting upon service costs * The Housing Revenue Account (HRA) and the capital programme. * The income to the council doesn't increase at the same causing a budget gap and potential overspends. * There is a deficit on the High Needs Block (HNB) of £30m as at 31 March 2022 and is projected to significantly increase by the time the DfE statutory override ends on 31 March 2026. At this stage the deficit would be offset	If there was no corrective actions taken then it would result in the Section 151 Officer issuing a section 114 Notice.	Red - V. High Risk 20	Yellow - Medium Risk 9	<table border="1"> <thead> <tr> <th>Next Review Date</th> <th>Last Review Date</th> <th>Days Overdue</th> <th>Risk Owner</th> </tr> </thead> <tbody> <tr> <td>31/07/2023</td> <td>18/05/2023</td> <td>0</td> <td>Jason Vaughan</td> </tr> </tbody> </table>	Next Review Date	Last Review Date	Days Overdue	Risk Owner	31/07/2023	18/05/2023	0	Jason Vaughan
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Impact 5 Likelihood 4	Impact 3 Likelihood 3												

Risk Review Update

Review Summary: 18/5/2023 - JVaughan - Review of this risk to take place before 20th June 2023 Updated on 07/02/2023 11:29:46

Control Measure	Control Review Update	Status	Cost to Date Est. Cost	Days Overdue	Review Date	Control Owner
ORG0057/007	Medium Term Financial Plan (MTFP) - Updated the MTFP for 2024/25 to 2026/27	Existing (Proactive)				Nicola Hix
ORG0057/008	Review of Reserves	Existing (Proactive)				Nicola Hix
ORG0057/009	Review of the High Needs Block	Existing (Proactive)				Nicola Hix

Strategic Risks - SC(Executive Directors)

Control Measure	Control Review Update	Status	Cost to Date Est. Cost	Days Overdue	Review Date	Control Owner
ORG0057/006 Financial Strategy		In Progress (Reactive)		0	31/07/2023	Jason Vaughan

Strategic Risks - SC(Executive Directors)

Details	Cause	Consequence	Current Risk Assessment	Controlled Risk Assessment									
ORG0060 Strategic Risk 2022 - ASC: ASC fails to meet statutory obligations under the care act in relation to Care Provider market sufficiency and capacity	Insufficient / vulnerable independent adult social care market supply/capacity to meet rising demand for care and support and population needs	<ul style="list-style-type: none"> Needs and outcomes for individuals are not met in a timely, effective way; Hospital flow significantly affected due to insufficient intermediate care capacity High levels of unmet care need and package of care handbacks; rising levels of care provider business failure or closure; Risk to, and needs of, individuals awaiting care in the community increase; Failure to adequately safeguard adults at risk Increase in out of area/ respite / permanent residential/nursing placements (increased costs; poorer 	Yellow - Medium Risk 12	Yellow - Medium Risk 12	<table border="1"> <thead> <tr> <th>Next Review Date</th> <th>Last Review Date</th> <th>Days Overdue</th> <th>Risk Owner</th> </tr> </thead> <tbody> <tr> <td>30/06/2023</td> <td>30/05/2023</td> <td>0</td> <td>Niki Shaw</td> </tr> </tbody> </table>	Next Review Date	Last Review Date	Days Overdue	Risk Owner	30/06/2023	30/05/2023	0	Niki Shaw
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Impact 4 Likelihood 3	Impact 4 Likelihood 3												

Risk Review Update

Review Summary: Capacity across our external independent adult social care provider market and workforce to meet high levels of need/demand within our communities and local hospitals posed a significant challenge in our ability to source timely care during the pandemic. However, over recent months, we have seen the impact of additional investment and commissioning activity, as well as some pick up in care provider recruitment of new starters, with levels of unmet homecare need significantly falling to their lowest levels since March 2021 (hitting just 4 at the end of April 2023 – OPEL 1 Escalation - and continuing at v low levels). Care Quality Commission data continues to demonstrate good overall quality across active social care settings, with the proportion of Good/Outstanding provision reported at 84.6% in April 2023. In January, Somerset launched a bold new Proud to Care campaign ('My Time To Care') as part of ongoing system efforts to encourage people to consider a career in care which has helped to generate new interest in the sector.

The service has submitted a Market Sustainability Plan nationally and is currently finalising its Market Position Statement ahead of wider promotion, with ongoing work progressing around the re-commissioning of the homecare market to better meet local need and address known gaps.

On 30 March 2023, a key decision was taken by the Lead Member for Adult Social Care regarding Fees and Charges for 2023-24; the uplifts represent a permanent increase of between 8.8% and 57.5% for the 2023/24 fy. This represents a total investment of £24.9m in the social care sector by the Council and has already supported lower level unmet homecare needs.

The service is preparing for new CQC assurance, which will include delivery of duties in relation to market shaping under the Care Act 2014, and has issued a care provider survey during May 2023 to gather feedback from the sector to support local insights. Updated on 03/05/2023 14:03:35

Strategic Risks - SC(Executive Directors)

Control Measure	Control Review Update	Status	Cost to Date Est. Cost	Days Overdue	Review Date	Control Owner
ORG0060/008 Refresh Somerset's ASC Market Position Statement for launch in April 2023	Review Summary: James Cawley is leading on the refresh of Somerset's Market Position Statement and	In Progress (Reactive)		0	08/07/2023	Niki Shaw
ORG0060/009 Undertake and maintain a detailed self-assessment in relation to how the LA provides support (CQC Assurance)	Review Summary: Initial self-assessment against Theme 2 (Providing Support) category of new CQC	In Progress (Reactive)		0	08/07/2023	Niki Shaw

Strategic Risks - SC(Executive Directors)

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ORG0063 NEW strategic risk 2023 - Commercial Investments - Inability to achieve forecast income in the MTFP/dividend. Market factors, valuations control around properties, diversity of portfolio, geographical area of investments	* Rising interests rates * Increased borrowing * Debt	* Increased budget pressures * Debt portfolio * Negative media reporting leading to reputational damage	Red - V. High Risk	Amber - High Risk	<table border="1"> <thead> <tr> <th>Next Review Date</th> <th>Last Review Date</th> <th>Days Overdue</th> <th>Risk Owner</th> </tr> </thead> <tbody> <tr> <td>20/06/2023</td> <td>05/06/2023</td> <td>0</td> <td>Jason Vaughan</td> </tr> </tbody> </table>	Next Review Date	Last Review Date	Days Overdue	Risk Owner	20/06/2023	05/06/2023	0	Jason Vaughan
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20/06/2023	05/06/2023	0	Jason Vaughan										
20	15	Impact 5 Likelihood 4	Impact 5 Likelihood 3										

Risk Review Update

Review Summary: will be presented to CLT on 20th June Updated on 02/03/2023 16:25:47

Control Measure	Control Review Update	Status	Cost to Date Est. Cost	Days Overdue	Review Date	Control Owner

Strategic Risks - SC(Executive Directors)

Details	Cause	consequence	Current Risk Assessment	Controlled Risk Assessment	Next Review Date	Last Review Date	Days Overdue	Risk Owner
ORG0061 Strategic Risk 2022 - Climate Change: SC is unable to take sufficient urgent action to mitigate and adapt to the current and future impacts of climate change.			Red - V. High Risk 16	Yellow - Medium Risk 9	01/05/2023	18/01/2023	50	Kirsty Larkins
			Impact 4 Likelihood 4	Impact 3 Likelihood 3				

Risk Review Update

Review Summary: The position as described previously remains. The biggest limiting factor to achieving the ambitious goals to 2030 set out in the strategy will be the availability and prioritisation of funding. Updated on 04/10/2022 17:36:17

Control Measure	Control Review Update	Status	Cost to Date Est. Cost	Days Overdue	Review Date	Control Owner
ORG0061/001 Delivery of the outcomes of Climate Emergency Strategy for Transport		Existing (Proactive)				David Carter
ORG0061/002 Delivery the Climate Emergency Strategy outcomes for Transport	Review Summary: Funding for bus priority and mobility hubs in Taunton and Somerton has been	In Progress (Reactive)		0	06/11/2023	Mike O'Dowd-Jones
ORG0061/010 Delivery of Climate Emergency Strategy outcomes for the Communications workstream	Review Summary: 09/03/2023 - Climate Change is identified as one of the Corporate priorities in the	In Progress (Reactive)		8	12/06/2023	Peter Elliott
ORG0061/005 Delivery of Climate Emergency Strategy outcomes for the Business and Supply Chain Workstream	Review Summary: Green business support programme outline finalised	In Progress (Reactive)		12	08/06/2023	Paul Hickson
ORG0061/009 Delivery of the Climate Emergency Strategy outcomes for the Waste and Resources workstream	Review Summary: Update being provided to CE programme Board in March 2023 setting out	In Progress (Reactive)		13	07/06/2023	Kirsty Larkins

Strategic Risks - SC(Executive Directors)

Control Measure	Control Review Update	Status	Cost to Date Est. Cost	% Complete	Days Overdue	Review Date	Control Owner
ORG0061/007 Delivery of Climate Change Strategy outcomes for Farming and Food workstream	Review Summary: two meetings of the Somerset Food Strategy steering group have been held	In Progress (Reactive)		10	38	13/05/2023	Mark Fortune
ORG0061/006 Delivery of the Climate Emergency Strategy outcomes for the Natural Environment workstream	Review Summary: New Service Manager in place who is reviewing Strategy Outcomes	In Progress (Reactive)		10	62	19/04/2023	Jonathan Doyle
ORG0061/008 Delivery of the Climate Emergency Strategy outcomes for the Water workstream	Review Summary: New Service Manager in post, is reviewing recruitment and people strategy	In Progress (Reactive)		10	62	19/04/2023	Jonathan Doyle
ORG0061/003 Delivery of Climate Emergency Strategy Energy Workstream outcomes	Review Summary: Regular discussions continuing to be held between district and County energy leads.	In Progress (Reactive)		10	81	31/03/2023	Oliver Woodhams
ORG0061/004 Delivery of Climate Emergency Strategy outcomes for the Build Environment Workstream	Review Summary: Good progress has been made through waves 1 and 2 in the PSDS program in the	In Progress (Reactive)		10	81	31/03/2023	Oliver Woodhams

Strategic Risks - SC(Executive Directors)

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ORG0062 Strategic Risk 2023 - Health and safety management, strategic planning and direction is not embedded across the Council, including Maintained Schools, resulting in a fragmented management system with increased	1. Corporate service operating for a number of years without a strategic lead 2. Inadequate staffing resource resulting in unsustainable demands 3. Organisational LGR reprioritisation 4. Uncertainty due to intended LGR service restructuring 5. Insufficient resource to enable early identification of increasing risk and statutory breaches 6. Reduced capacity to proactively and reactively engage with the workforce 7. Emerging existence of multiple risk management systems across the organisation 8. Limited H&S training to support managers and staff 9. Absence of corporate audits	1. Death or serious harm (RIDDOR Reportable Incidents and Dangerous Occurrence, excluding Over-seven-day incapacitation of a worker) 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 from enforcing bodies 6. Increased costs and financial penalties 7. Increased costs associated	Red - V. High Risk 16	Yellow - Medium Risk 12	<table border="1"> <thead> <tr> <th>Next Review Date</th> <th>Last Review Date</th> <th>Days Overdue</th> <th>Risk Owner</th> </tr> </thead> <tbody> <tr> <td>07/08/2023</td> <td>12/06/2023</td> <td>0</td> <td>Chris Squire</td> </tr> </tbody> </table>	Next Review Date	Last Review Date	Days Overdue	Risk Owner	07/08/2023	12/06/2023	0	Chris Squire
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07/08/2023	12/06/2023	0	Chris Squire										
Impact 4 Likelihood 4	Impact 4 Likelihood 3												

Risk Review Update

Review Summary: 12/6/2023 - C Squire - new live actions added Updated on 07/02/2023 13:23:43

Control Measure	Control Review Update	Status	Cost to Date Est. Cost	Days Overdue	Review Date	Control Owner
ORG0062/001	SWAP internal audit into H & S culture	In Progress (Reactive)		0	06/11/2023	Daniel Thomas
ORG0062/002	work looking at structures, risks etc	In Progress (Reactive)		0	17/07/2023	To be confirmed

Strategic Risks - SC(Executive Directors)

Details	Cause	Consequence	Current Risk Assessment	Controlled Risk Assessment									
ORG0064 EMERGING: strategic risk 2023 - Housing - details to be completed by C Hall & C Brown			0 Impact Likelihood	0 Impact Likelihood	<table border="1"> <thead> <tr> <th>Next Review Date</th> <th>Last Review Date</th> <th>Days Overdue</th> <th>Risk Owner</th> </tr> </thead> <tbody> <tr> <td>07/08/2023</td> <td>23/05/2023</td> <td>0</td> <td>Chris Hall</td> </tr> </tbody> </table>	Next Review Date	Last Review Date	Days Overdue	Risk Owner	07/08/2023	23/05/2023	0	Chris Hall
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07/08/2023	23/05/2023	0	Chris Hall										

Risk Review Update
 Review Summary: 23/05/2023 - C Hall. Will work to identify a strategic housing risk, this is an emerging risk for now Updated on 03/03/2023 11:39:43

Control Measure	Control Review Update	Status	Cost to Date Est. Cost	% Complete	Days Overdue	Review Date	Control Owner

Strategic Risks - SC(Executive Directors)

Details	Cause	Consequence	Current Risk Assessment	Controlled Risk Assessment									
ORG0065 NEW strategic risk 2023 - Inability to recruit and retain staff	Unable to compete with the private sector especially around IT, legal & planning development management	Vacant hard to fill posts effecting the realization of benefits from LGR. Increased budget pressure from hiring agency staff Staff wellbeing	Red - V. High Risk 20 Impact 5 Likelihood 4	0 Impact Likelihood	<table border="1"> <thead> <tr> <th>Next Review Date</th> <th>Last Review Date</th> <th>Days Overdue</th> <th>Risk Owner</th> </tr> </thead> <tbody> <tr> <td>20/06/2023</td> <td>05/06/2023</td> <td>0</td> <td>Chris Squire</td> </tr> </tbody> </table>	Next Review Date	Last Review Date	Days Overdue	Risk Owner	20/06/2023	05/06/2023	0	Chris Squire
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20/06/2023	05/06/2023	0	Chris Squire										

Risk Review Update
 Review Summary: to be presented to CLT 20th June Updated on 03/03/2023 11:44:58

Control Measure	Control Review Update	Status	Cost to Date Est. Cost	Days Overdue	Review Date	Control Owner
ORG0065/001	Workforce Strategy exercise with services	In Progress (Reactive)		0	03/07/2023	Chris Squire
ORG0065/002	Review of pay and grading	In Progress (Reactive)		0	03/07/2023	Chris Squire

Strategic Risks - SC(Executive Directors)

Details	Cause	Consequence	Current Risk Assessment	Controlled Risk Assessment									
ORG0066 NEW Strategic Risk 2023 - VCFSE - The continued risk of financial instability of the sector exacerbated by the financial pressure on Somerset Council and the requirements to make savings, lessening opportunity to make long	1. Currently only one year funding in place to 31/3/24 2. Unclear current position or whether funding will continue beyond April 2024 and if so to whom 3. Fragility of the sector	1. Impact on services - potential for increase in Council Tax and Rent arrears if no funding available to support VCFSE sector who provide support and advice to customers 2. Areas where VCFSE support the Council may well not get delivered or customers supported 3. Potential loss of some VCFSE groups	Yellow - Medium Risk 12	V. Low Risk 6	<table border="1"> <thead> <tr> <th>Next Review Date</th> <th>Last Review Date</th> <th>Days Overdue</th> <th>Risk Owner</th> </tr> </thead> <tbody> <tr> <td>20/06/2023</td> <td>05/06/2023</td> <td>0</td> <td>Alyn Jones</td> </tr> </tbody> </table>	Next Review Date	Last Review Date	Days Overdue	Risk Owner	20/06/2023	05/06/2023	0	Alyn Jones
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Impact 4 Likelihood 3	Impact 3 Likelihood 2												

Risk Review Update

Review Summary: to be presented to CLT 20th June Updated on 23/03/2023 09:17:52

Control Measure	Control Review Update	Status	Cost to Date Est. Cost	Days Overdue	Review Date	Control Owner
ORG0066/001 VCFSE Core group in place, monitoring spend, build business case for continued VCFSE funding and develop policy		In Progress (Reactive)		0	03/07/2023	Sara Skirton

Strategic Risks - SC(Executive Directors)

Details	Cause	Consequence	Current Risk Assessment	Controlled Risk Assessment									
ORG0067 EMERGING: strategic risk 2023 - Costal protection & waterborne risks - work on wording and context taking place	The council fails to deliver statutory functions SDC Burnham On Sea jetty Beaches Harbours Ports Water Management Lead Local Flood Authority Costal protection Authority Somerset Rivers Authority	significant harm caused to residents, workers & visitors	0 Impact Likelihood	0 Impact Likelihood	<table border="1"> <thead> <tr> <th>Next Review Date</th> <th>Last Review Date</th> <th>Days Overdue</th> <th>Risk Owner</th> </tr> </thead> <tbody> <tr> <td>07/08/2023</td> <td>31/05/2023</td> <td>0</td> <td>Sarah Dowden</td> </tr> </tbody> </table>	Next Review Date	Last Review Date	Days Overdue	Risk Owner	07/08/2023	31/05/2023	0	Sarah Dowden
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07/08/2023	31/05/2023	0	Sarah Dowden										

Risk Review Update

Review Summary: 31/5/2023 - Emerging risk - KLarkins and managers to work on, hence extension to review date Updated on 23/03/2023 09:21:08

Control Measure	Control Review Update	Status	Cost to Date Est. Cost	Days Overdue	Review Date	Control Owner
ORG0067/001	Internal Audit to be completed 2023/24	Proposed				Kirsty Larkins

Strategic Risks - SC(Executive Directors)

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ORG0068 NEW strategic risk 2023 - Increase in Fraudulent activity, including; unauthorised release of, amendment to, use of, loss of, and/or loss of access to, corporate/confidential information stored electronically.	<ul style="list-style-type: none"> * Transition & service alignment * Access to data for fraudulent purposes * Housing - benefit fraud, tenancy fraud * Council Tax / fraudulent claims * Social Care * Finance transactions * Contract & procurement * Recruitment & selection * Pension fraud * Payroll / expenses * Business Rates * Insurance costs * Grants * Blue Badge 		Red - V. High Risk 20	Yellow - Medium Risk 12	<table border="1"> <thead> <tr> <th>Next Review Date</th> <th>Last Review Date</th> <th>Days Overdue</th> <th>Risk Owner</th> </tr> </thead> <tbody> <tr> <td>20/06/2023</td> <td>05/06/2023</td> <td>0</td> <td>Jason Vaughan</td> </tr> </tbody> </table>	Next Review Date	Last Review Date	Days Overdue	Risk Owner	20/06/2023	05/06/2023	0	Jason Vaughan
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Impact 4 Likelihood 5	Impact 4 Likelihood 3												

Risk Review Update

Review Summary: to be presented to CLT 20th June Updated on 23/03/2023 09:32:30

Control Measure	Control Review Update	Status	Cost to Date Est. Cost	Days Overdue	Review Date	Control Owner
ORG0068/002	SWAP compiled baseline assessment	Existing (Proactive)				Nicola Hix
ORG0068/003	Additional resource needs to be identified and placed within the Finance structure	In Progress (Reactive)		0	31/07/2023	Nicola Hix
ORG0068/001	Code of Conduct Training for all staff	In Progress (Reactive)		0	31/07/2023	David Clark
ORG0068/004	Review of Fraud Policy and associated documents	In Progress (Reactive)		0	31/07/2023	Claire Griffiths

Strategic Risks - SC(Executive Directors)

Details	Cause	Consequence	Current Risk Assessment	Controlled Risk Assessment									
ORG0070 NEW Strategic Risk 2023 - Budget Overspend in current year (2023/24)	* Rising interest rates		Red - V. High Risk	Amber - High Risk	<table border="1"> <thead> <tr> <th>Next Review Date</th> <th>Last Review Date</th> <th>Days Overdue</th> <th>Risk Owner</th> </tr> </thead> <tbody> <tr> <td>31/07/2023</td> <td></td> <td>0</td> <td>Jason Vaughan</td> </tr> </tbody> </table>	Next Review Date	Last Review Date	Days Overdue	Risk Owner	31/07/2023		0	Jason Vaughan
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Impact 5	Impact 5												
Likelihood 4	Likelihood 3												

Risk Review Update

Control Measure	Control Review Update	Status	Cost to Date Est. Cost	Days Overdue	Review Date	Control Owner
ORG0070/001	Financial Action Plan to address potential overspending in 2022/23	In Progress (Reactive)		0	31/07/2023	Jason Vaughan

Strategic Risks - SC(Executive Directors)

Details	Cause	Consequence	Current Risk Assessment	Controlled Risk Assessment									
ORG0071 NEW Strategic risk 2023: Risk that the Adults Social Care Transformation programme does not achieve its financial targets	Strategic partnership with Newton Europe to implement the next phase of Adult Social Care transformation ineffectively implemented, supported or monitored	Failure to achieve MTFP savings - falls back on Council to bridge the gap Failure to achieve key performance targets and strategic plan ambitions Negatively impacts on external and internal assurance / CQC assessment Reputational damage	Yellow - Medium Risk	Yellow - Medium Risk	<table border="1"> <thead> <tr> <th>Next Review Date</th> <th>Last Review Date</th> <th>Days Overdue</th> <th>Risk Owner</th> </tr> </thead> <tbody> <tr> <td>03/07/2023</td> <td></td> <td>0</td> <td>Niki Shaw</td> </tr> </tbody> </table>	Next Review Date	Last Review Date	Days Overdue	Risk Owner	03/07/2023		0	Niki Shaw
			Next Review Date	Last Review Date		Days Overdue	Risk Owner						
03/07/2023		0	Niki Shaw										
<table border="1"> <tbody> <tr> <td style="background-color: yellow; text-align: center;">12</td> <td style="background-color: yellow; text-align: center;">9</td> </tr> <tr> <td>Impact 4</td> <td>Impact 3</td> </tr> <tr> <td>Likelihood 3</td> <td>Likelihood 3</td> </tr> </tbody> </table>	12	9	Impact 4	Impact 3	Likelihood 3	Likelihood 3							
12	9												
Impact 4	Impact 3												
Likelihood 3	Likelihood 3												

Risk Review Update

Control Measure	Control Review Update	Status	Cost to Date Est. Cost	Days Overdue	Review Date	Control Owner
ORG0071/001	Projected savings to be guaranteed using a 100% contingent commercial fee model	Existing (Proactive)				Niki Shaw
ORG0071/002	Ensure rigorous approach in place to support tracking of benefits and financial impact	In Progress (Reactive)		0	09/07/2023	Niki Shaw
ORG0071/003	Ensure programme sufficiently resourced to deliver the full target benefits value	In Progress (Reactive)		0	09/07/2023	Niki Shaw

Strategic Risks - SC(Executive Directors)

Details	Details 2	Details 3	Current Risk Assessment	Controlled Risk Assessment									
ORG0072 EMERGING: Equalities Compliance			0 Impact Likelihood	0 Impact Likelihood	<table border="1"> <thead> <tr> <th>Next Review Date</th> <th>Last Review Date</th> <th>Days Overdue</th> <th>Risk Owner</th> </tr> </thead> <tbody> <tr> <td>17/07/2023</td> <td></td> <td>0</td> <td>Chris Squire</td> </tr> </tbody> </table>	Next Review Date	Last Review Date	Days Overdue	Risk Owner	17/07/2023		0	Chris Squire
					Next Review Date	Last Review Date	Days Overdue	Risk Owner					
17/07/2023		0	Chris Squire										

Risk Review Update

Control Measure	Control Review Update	Status	Cost to Date Est. Cost	% Complete	Days Overdue	Review Date	Control Owner

Strategic Risks - SC(Executive Directors)

Details	cause	Consequence	Current Risk Assessment	Controlled Risk Assessment									
ORG0073 EMERGING: Unauthorised encampments. Impact of the lack of suitable accommodation for Gypsy and Travellers, causing increased unauthorised encampments		increasing costs for the council	0 Impact Likelihood	0 Impact Likelihood	<table border="1"> <thead> <tr> <th>Next Review Date</th> <th>Last Review Date</th> <th>Days Overdue</th> <th>Risk Owner</th> </tr> </thead> <tbody> <tr> <td>14/07/2023</td> <td></td> <td>0</td> <td>Sarah Dowden</td> </tr> </tbody> </table>	Next Review Date	Last Review Date	Days Overdue	Risk Owner	14/07/2023		0	Sarah Dowden
					Next Review Date	Last Review Date	Days Overdue	Risk Owner					
14/07/2023		0	Sarah Dowden										

Risk Review Update

Control Measure	Control Review Update	Status	Cost to Date Est. Cost	% Complete	Days Overdue	Review Date	Control Owner