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Produced - 18/03/2024.







| JCAD ref | Risk Description | Cause | Consequence | Inherent score | | Mitigation & Target Date (TD) for completion | Current score & DOT | | Desired risk score | | Risk Owner |
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| ORG0057 | Strategic Risk 2023 - Sustainable MTFP: There is a significant risk that the forecast costs of council services exceed the resources available resulting in a section 114 notice. In February 2024, the 2024/25 budget was set with the use of £81.4m of one-off funding including £36.9m of support from DLUHC in the form of a Capitalisation Direction. As a result gap for 2025/26 was estimated to be £103.9m with the overall gap increasing to £198.5m by 2028/29. It is estimated that the overall level of reserves held by the new Council will be £104.9m by March 2025. Taking out those reserves held on behalf others, shows that the forecast reserves position to £74.9m by the end of 2025/26 financial. The forecast budget gap for 2025/26 of £103.9m is in excess of the forecast level of reserves of £74.9m . | Council funding not increasing at the same rate as costs Very high inflation, increasing interest rates, tight labour market, fuel, energy, care provider and external placement costs are adversely impacting upon service costs Housing Revenue Account and capital programme Income to the council doesn't increase at the same causing budget gap and potential overspends Deficit on the High Needs Block of £30m as at 31/3/22 and is projected to significantly increase by the time the DfE statutory override ends on 31/3/26 | If there was no corrective actions taken then it would result in the S151 officer issuing a S114 notice. Council becomes unsustainable for 2025/26 | 5 | 5 | Existing controls <ol style="list-style-type: none"> Updated MTFP 24/25 to 26/27 Review of High Needs Block Bright Sparks for staff to identify areas for savings Establishment of 3 boards to oversee spend – Establishment, Procurement, and Cost Control Review of transformation programme to include what is included and what savings will be generated as a result Regular budget monitoring to Executive supported by Budget Control Group In progress <ol style="list-style-type: none"> 006-Financial strategy 24/25 26/27 – TD: 31/07/2023 010-MTFP Board – TD: 21/02/2024 013-Deep dive into Children' and families using external experts Peopletoo – TD: TBA 017-Review of pressures identified in 24/25 – TD: TBA | 5 | 5 | 3 | 3 | Jason Vaughan |
| | | | | 25  | | | 25  ↔ | | 9  | | |
| | | | | | | | Corporate Priority A Fairer Ambitious Somerset | | | | |
| ORG0062 | 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 risk to staff, contractors and members of the public | Corporate service operating for a number of years without a strategic lead Inadequate staffing resource resulting in unsustainable demands Organisational LGR reprioritisation Uncertainty due to intended LGR service restructuring Insufficient resource to enable early identification of increasing risk and statutory breaches Reduced capacity to proactively and reactively engage with the workforce Emerging existence of multiple risk management systems across the organisation Limited H and S training to support | Death or serious harm (RIDDOR, excluding over 7-day incapacitation of a worker) to a service user, pupil, member of the public or member of staff Criminal prosecution and enforcement action under H&S/Fire/Corporate Manslaughter legislation Civil Claims and/or personal litigation | 5 | 5 | Existing <ol style="list-style-type: none"> Permanent strategic lead appointed Service development – work has begun to plan for permanent post LGR restructuring of the H&S service Service built chatbot in place Culture/competency development – developing core mandatory H&S training courses Additional Elearning courses to be published reducing the need for in-person delivery Robust Governance structure implemented H&S awareness – internal communication strategy Series of briefing to elected Members Strategic planning – establish a baseline, inform future strategies and initiatives enable growth of | 4 | 5 | 3 | 4 | Daniel Thomas |
| | | | | 25  | | | 20  ↓ | | 12  | | |

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| | | | claims for negligence Adverse publicity and damage to reputation for the council Increased audit inspection from enforcing bodies Increased costs and financial penalties Increased costs associated | | H&S culture In progress 1. 014-H&S to produce e-Learning courses on Blackboard – TD: 31/12/2024 2. 004-Planning interim recruitment measures to address resignations – TD: 08/04/2024 3. 006-Engage external providers to deliver fire risk assessment programme – TD: 08/04/2024 4. 010-Work with ICT on a dedicated organisational wide H&S system – TD: 30/09/2025 5. 013-Review of the H&S service governance structure for educational establishments – TD: 31/07/2024 6. 001-SWAP audit into H&S culture – TD: 31/07/2024 | Corporate Priority A Flourishing and Resilient Somerset | | | | | | | | | |
| ORG0070 | Budget overspend – significant budget overspends in current financial year (23/24) that would have to be funded from council reserves reducing reserves to a dangerously low levels. The 23/24 budget set the minimum level of General Reserves to be in range of £20m to £50m reflecting the councils current risk environment | Drivers of potential overspend - Rising interest rates – impact costs of borrowing for longer term investments by predecessor councils - Labour market -increasing pay costs - Demand - increase in demand and complexity - Inflation – 40-year high inflation impacting costs and services - Economic environment – high energy costs, cost of living crisis | Services need to manage overspend and take corrective action within the service | 5 | 5 | Existing 1. Bright sparks for staff to identify saving areas 2. Corporate and resources scrutiny 3. Establishment of 3 boards to oversee spend 4. Regular budget monitoring to Executive supported by budget control group 5. MTFP board 6. Deep dive into Children’s service 7. Service challenge sessions 8. Review format of budget monitoring report In progress 1. 005-Financial training – TD: 31/10/2023 2. 002-Performance, Risk and Budget review board – TD: 29/03/2024 | 5 | 5 | 3 | 2 | Jason Vaughan | | | | |
| | | | | | | | 25 |  | | 25 |  ↔ | 6 |  | | |
| | | | | | | | | | | | Corporate Priority A Fairer Ambitious Somerset | | | | |
| ORG0053 | Resilience – organisational resilience – without minimum level of capacity and resource, the resilience of the organisation is comprised | Recruitment and retention competing with other public and private sector Loss of staff specific to in-house systems Competing priorities including LGR, transition, transformation projects and high service pressures Emerging financial pressures in 23/24 Assets and infrastructure, e.g. SAP Lack of Business Continuity planning Inability to recruit to backfill for large projects with need operational staff resource | Additional pressure on service delivery Fail to realise staff savings targets to consolidate legacy contracts | 5 | 5 | In progress 1. 011-Information Governance asset register – TD: 31/08/2023 2. 009-H&S – create common processes for staff can be interchanged – TD: 31/12/2023 3. 014-Delivery of annual civil contingency work programme – TD: 31/03/2024 4. 015-Deliver annual training and exercise programme for civil contingencies and business continuity – TD: 31/03/2024 5. 016-Annual update of corporate business continuity plans and service level plans – TD: TBA 6. 012-In-house replacement solutions and wider skills training – TD: 30/11/2023 | 4 | 5 | 2 | 5 | Alyn Jones | | | | |
| | | | | | | | 25 |  | | 20 |  ↔ | 10 |  | | |
| | | | | | | | | | | | Corporate Priority A Flourishing & Resilient Somerset | | | | |
| ORG0065 | Workforce – inability to recruit and retain staff | Pay and grading structure Lack of competitiveness with private sector and other local authorities especially around IT, legal, social workers, planners and H&S experts | Vacant posts hard to fill, effecting the realisation of benefits from LGR Increased budget pressures from hiring agency staff Staff wellbeing | 5 | 5 | In progress 1. 001-Develop workforce strategy – TD: TBA 2. 002-Review job evaluation, pay and grading – TD: TBA 3. 003-Maximise the potential of the apprenticeship programme – TD: TBA 4. 004-Create Somerset Councils Employer Value proposition – TD: TBA | 4 | 5 | 3 | 4 | Dawn Bettridge (Melissa Fairhurst) | | | | |
| | | | | | | | 25 |  | | 20 |  ↔ | 12 |  | | |

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| | | | | | 5. 005-Staff communications and engagement programme – TD: TBA 6. 006-Establish effective staff networks – TD: TBA 7. 007-Fast track LGR restructure activity – TD: 30/06/2024 | Corporate Priority A Flourishing & Resilient Somerset | | | | | |
| ORG0061 | Climate change – SC unable to take sufficient urgent action to mitigate and adapt to the current and future impacts of climate change | | Reputational damage Potential financial loss through failing to deliver on one of the corporate priorities and take appropriate action to mitigate the threat of climate change and its associated impacts | 5 5 25  | Existing 1. 001-Deliver of climate change emergency strategy for transport In progress 1. 007-Delivery of climate change outcomes for farming and food workstream – TD: 29/04/2024 2. 006-Delivery of climate change outcomes for natural environment workstream – TD: 31/03/2023 3. 008-Delivery of climate change outcomes for water workstream – TD: 31/03/2023 4. 002-Delivery of climate change outcomes for transport – TD: 31/03/2023 5. 003-Delivery of climate emergency energy workstream outcomes – TD: 08/05/2024 6. 004-Delivery of climate change outcomes for built environment workstream – TD: 08/05/2024 7. 010-Delivery of climate change outcomes for communication workstream – TD: 28/06/2024 8. 005-Delivery of climate change outcomes for business and supply chain – TD: 31/03/2023 | 4 4 3 3 16  ↔ 9  | Corporate Priority A Greener More Sustainable Somerset | | | | Kirsty Larkins |
| ORG0063 | Commercial investments – inability to achieve forecast income in the MTFP and a drop in the value of the investment. Market factors, valuation controls around properties, diversity of portfolio, geographical area of investments | Current economic climate with a downturn in economic conditions Rising interest rates which increase borrowing costs Previous approach of funding these investments from short term borrowing | Non-achievement of income budget Creation of financial pressures in the MTFP Loss in value of investment may make disposals difficult Potential negative media reporting, leading to reputational damage | 4 5 20  | In progress 1. 001-Regular review and asset management with external consultants appointed – TD: TBA | 4 4 3 3 16  ↔ 9  | Corporate Priority A Fairer Ambitious Somerset | | | | Oliver Woodhams |
| ORG0064 | General housing – failure to maintain delivery of affordable housing through third parties (registered providers) and direct council delivery | High demand for PRS and market homes due to HPC and market conditions Ecological challenges especially phosphates Impact of right to buy Impact of choices made by some PRS landlords to withdraw from the market Increased demand for affordable homes due to cost of living crisis Displaced people Homelessness | Reduction in homes available | 4 5 20  | None identified | 4 4 3 4 16  ↔ 12  | Corporate Priority A Flourishing & Resilient Somerset | | | | Chris Brown |
| ORG0068 | Increase in fraudulent activity including | Transition and service alignment Housing - benefit and tenancy frauds, | | 0 0 | Existing 1. 002-SWAP baseline assessment | 4 4 3 4 | | | | | Nicola Hix |

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| | unauthorised release of, amendment of, use of, loss of and/or loss of access to, corporate/confidential information stored electronically | Council Tax fraudulent claims, financial transaction, Contract and procurement Recruitment and selection, Pension fraud Payroll/expenses, Business rates, Insurance costs, Grants, Blue badge | | | In progress 1. 003-Additional resource needs to be identified and placed within financial structure – TD: 23/08/2024 2. 005-Succession planning from existing staff base and audit of qualification training requirements – TD: 08/04/2024 3. 004-Review of fraud policy and associated documents – TD: 30/04/2024 4. 001-Code of conduct training for all staff – TD: 31/03/2024 | 16 | 12 | | | | | | | | |
| ORG0009 | Protecting children – we fail to deliver our statutory duties and legal obligations in relation to vulnerable children | Systematic failure of corporate leadership including effective engagement in strategic partnerships Financial constraints Inability to recruit and retain sufficiently suitably qualified and experienced staff | Possible abuse, injury or loss of life to a vulnerable child through lack of service provision. 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 | 5 | 5 | In progress 1. 058-System quality and assurance review meeting – TD: TBA 2. 057-Quality, review and performance (QRRM) meeting CSC – TD: TBA 3. 059-Quality, review and performance meeting inclusion – TD: TBA 4. 061-Quality, review and performance meeting – schools – TD: TBA 5. 060-Quality, review and performance meeting - commissioning – TD: TBA | 3 | 5 | 3 | 5 | 15 | 15 | | | Claire Winter |
| | | | | | | | | | | | | | | | |
| ORG0078 | Failure to deliver a business case for workforce transformation | Direction of the council want to go in being unclear Capacity | Not being to determine the impact on budgets for 24/25 and beyond | 4 | 5 | Existing 1. 001-Development of business case for workforce transformation 2. 002-Consultation being undertaken with Trade Unions and staff In Progress None identified | 3 | 5 | 3 | 4 | 15 | 12 | | | Dawn Bettridge (Melissa Fairhurst) |
| | | | | | | | | | | | | | | | |
| ORG0079 | Future policy changes that affect funding in social care | National Government policy change | Reduced funding impacting service delivery | 4 | 5 | Existing 1. 001-Ongoing review of Government policy announcements In Progress None identified | 3 | 5 | 3 | 4 | 15 | 12 | | | Mel Lock |
| | | | | | | | | | | | | | | | |
| ORG0080 | The risk of increasing demands on services and | Continued cost of living crisis Continued high rents across the county | Longer to provide the services needed | 4 | 5 | Existing 1. 001-Monitoring of service performance to | 3 | 5 | 3 | 4 | | | | | Alyn Jones |

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| | the impact that this could have in services and budgets | | Increase in budgets for statutory services | 20  | identify areas of concern 2. 002-Monitoring of budgets to identify issues and concerns In Progress None identified | 15  ↔ | 12  | | |
| ORG0081 | The risk that the Government will make further cuts to Local Government Funding, impacting the sustainability of service levels at current levels | Government financial position | Reduced budgets Reducing services and staff levels | 4 5 20  | | 3 5 15  | 3 3 9  | Jason Vaughan | |
| Risk withdrawn and merged with ORG0057 – Sustainable MTFP | | | | | | | | | |
| ORG0060 | ASC fails to meet statutory obligations under the Care Act in relation to care providers market sufficiency and capacity | Insufficient/vulnerable adult social care market Supply/capacity to meet rising demand for care and support and population needs | 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 hand backs 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 Failure to meet our strategic aims | 5 4 20  | In progress 1. 009-Undertake and maintain a detailed self-assessment in relation to how the LA provides support (CQC assurance) – TD: 06/05/2024 | 3 4 12  ↔ | 3 4 12  | Niki Shaw | |
| ORG0066 | 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 term funding commitments | Removal of legacy grants from smaller VCFSE Expectation of VCFSE support as part of transformation | Impact on services Areas where VCFSE support the council may well not get delivered or customers supported Potential loss of some VCFSE groups | 4 4 20  | In progress 1. 001-VCFSE core group in place, monitoring spend, building business case for continued VCFSE funding and develop policy – TD: 31/10/2023 2. 003-Work with strategic VCFSE partners to mitigate budget impacts on communities – TD: TBA | 3 4 12  ↔ | 2 3 6  | Alyn Jones | |
| Corporate Priority A Fairer Ambitious Somerset | | | | | | | | | |

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| ORG0071 | The risk that the adults transformation programme (My Life, My Future) 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 to council to bridge the gap Failure to achieve key performance targets and strategic plan ambitions Negative impacts on external and internal assurance/CQC assessment Reputational damage | 5 | 5 | Existing 1. 001-Projected savings to be guaranteed using 100% contingent commercial fee model In progress 1. 002-Ensure rigorous approach in place to support tracking of benefits and financial impact – TD: 31/05/2024 2. 003-Ensure programme sufficiently resourced to deliver the full target benefits value – 31/05/2024 | 3 | 4 | 3 | 3 | Niki Shaw |
| | | | | 25  | 12  ↔ | | 9  | Corporate Priority A Healthy & Caring Somerset | | | |
| ORG0075 | LCN – failure to deliver the key commitment of the business case to deliver LCN's | Delays in recruiting permanent LCN team and reliance on interim resource | Failure to deliver key commitment to our communities to ensure engagement with SC and local influence on services Damage to relationships with stakeholders | 4 | 5 | In progress 1. 001-Review of existing community development spend across the council, seeking realign and repurpose of existing budgets – TD: 31/03/2024 | 3 | 4 | 3 | 2 | Sara Skirton |
| | | | | 20  | 12  ↔ | | 6  | Corporate Priority A Flourishing & Resilient Somerset | | | |