

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
<p>ORG0043</p> <p>Risk Owner: Sheila Collins</p> <p>Next Risk Review Date: 02/03/2020</p>	<p>Risk Description: Strategic Risk 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 style="background-color: red; color: white; text-align: center; font-weight: bold;">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 levels have been completed by budgets holders. A review of funding streams has been undertaken and are in line with the 2019 Spending Round <i>In Progress (80% complete)</i> 	<p>Claire Griffiths 02/02/2020 31/03/2020</p> <p>Sheila Collins 19/01/2020</p>	<p>Likelihood :4 Impact :4</p> <p style="background-color: red; color: white; text-align: center; font-weight: bold;">16</p> <p>Red - V. High Risk</p>	<p>Likelihood :4 Impact :4</p> <p style="background-color: red; color: white; text-align: center; font-weight: bold;">16</p> <p>Red - V. High Risk</p>	<p>02/01/2020 Month 8 revenue report will go to Cabinet in January 2020 and confirms that £6.2m of the corporate contingency remains unallocated. If this remains unallocated at the end of the year, these funds will help build the Council's financial resilience further. Where services are reporting adverse variations, the mitigating management actions that are in place are included in the budget monitoring report.</p>

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		develop its MTFP (2020-23) on sensible assumptions, rather than known funding allocations		<ul style="list-style-type: none"> ◦ 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. <p>All the tighter financial controls remain in place after 7 months and are ensuring transparency throughout financial controls. In Progress (60% complete)</p>	Sheila Collins 19/01/2020			

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				<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 Standupforcare campaign and has lobbied for additional funding prior to the Comprehensive Spending Review. Cabinet approved a paper on 18/12/19to Recognise that more could be done if Government allocated more funding on a fairer basis according to rising needs, and therefore endorse further lobbying of Government for: <ul style="list-style-type: none"> a. the new Social Care Grant funding (£1bn nationally) to become permanent; b. delivering a multi-year Comprehensive Spending Review (CSR) that recognises rising service needs and removes the currently uncertainty for Government funding beyond 2020/21, and; c. the necessary additional resources and flexibilities that are likely to be required to support the delivery of Somerset's Climate Emergency Strategy priorities in due course. In Progress (50% complete) 	Sheila Collins 19/02/2020			

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	<p>ORG0011</p> <p>Risk Owner: Chris Squire</p> <p>Next Risk Review Date: 30/01/2020</p>	<p>Risk Description: Strategic Risk 2017: 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>o 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. Consultation ended on 20/09/19. Changes to be in place by 31 December 19. New buildings on line by 1st April 2020. <i>In Progress (75% complete)</i></p>	<p>Heidi Boyle 31/03/2020 31/03/2020</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>30/12/2019 Work continues on risks that have been highlighted on staff visiting dangerous sites and how we look after our lone workers. Devices for the latter are currently being tested</p>

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	<p>ORG0009</p> <p>Risk Owner: Julian Wooster</p> <p>Next Risk Review Date: 29/02/2020</p>	<p>Risk Description: Strategic Risk 2017: Safeguarding Children: We fail to deliver our statutory service delivery duties and legal obligations in relation to vulnerable children. Progress on the Somerset Safeguarding Children Partnership Priorities and the Somerset Plan for Children, Young People and Families 2019-22 is reported to the Somerset Safeguarding Children Partnership on a quarterly basis.</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>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>11/11/2019 The annual conversation with Ofsted took place in September 2019. In respect of Children's Social Care Ofsted said that Somerset felt more confident as an organisation. Whilst practice is improving there are still some inconsistencies. The SEND Inspection is still awaited.</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>Red - V. High Risk</p>			<p>Likelihood :3 Impact :5</p> <p style="text-align: center;">15</p> <p>Amber - High Risk</p>	<p>Likelihood :3 Impact :5</p> <p style="text-align: center;">15</p> <p>Amber - High Risk</p>	<p>10/10/2018 10/10/2018 Closed by risk owner: Closed as superceded by ORG 0043- Maintaining a sustainable budget. Service transformation and necessary cost savings now being managed through the FIT intervention. Actions associated with this risk are complete</p>

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	ORG0038	<p>Risk Description: Contracts: There could be disruption to delivery of back office services currently provided to SCC by Southwest One at the exit from the current contract in November 2016. Exit from SWO contract now achieved with the organisation seeing no disruption to services. Risk closed.</p> <p>Cause: Failure to plan sufficiently for the smooth return to SCC or the re-procurement of services (eg SAP) during the period to November 2016.</p> <p>Consequence: Insufficient time to implement and transition to new arrangements leading to disruption to SCC's back office functions which could in turn impact delivery of front-line services.</p>	<p>Likelihood :5 Impact :4</p> <p style="text-align: center;">20</p> <p>Red - V. High Risk</p>			<p>Likelihood :3 Impact :5</p> <p style="text-align: center;">15</p> <p>Amber - High Risk</p>	<p>Likelihood :3 Impact :5</p> <p style="text-align: center;">15</p> <p>Amber - High Risk</p>	13/01/2017 6/12/2016 CYoung: Exit from SWO contract now achieved with the organisation seeing no disruption to services. Risk closed.
	ORG0001	<p>Risk Description: Strategic Risk 2017: Civil Emergencies: A major civil emergency results in loss of life and major disruption to services</p> <p>Cause: we do not adequately plan for civil emergencies including the testing of plans and prioritisation of our resources,</p> <p>Consequence: impact on Somerset County Council's reputation and standing locally and Nationally</p>	<p>Likelihood :4 Impact :5</p> <p style="text-align: center;">20</p> <p>Red - V. High Risk</p>	<p>o Delivery of an annual training and exercising programme for staff with identified response roles In accordance with the SLACCP training and exercise strategy: deliver a consistent training & exercising programme for strategic, tactical and operational roles identified within the corporate response & recovery arrangements; deliver a specific training & exercising programme for roles pre-defined within incident, risk or capability related plans; and provide guidance material to support both the generic and specific training and exercising programmes. <i>In Progress</i> (50% complete)</p>	Jacob Forgham 10/04/2020 31/03/2020	<p>Likelihood :3 Impact :5</p> <p style="text-align: center;">15</p> <p>Amber - High Risk</p>	<p>Likelihood :2 Impact :5</p> <p style="text-align: center;">10</p> <p>Green - Low Risk</p>	02/01/2020 actions being progressed. Risk score remains unchanged.

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				<ul style="list-style-type: none"> <p>◦ Maintenance of generic joint response frameworks for the Somerset Local Authorities Update the Joint Corporate Emergency Response & Recovery Plan and supporting arrangements every 3 years or following an incident / significant change. <i>In Progress (70% complete)</i></p> <p>◦ Maintenance of the Somerset Local Authorities Civil Contingencies Partnership Ensure the Somerset local authorities are taking a coordinated approach to emergency planning, response and recovery through: - Quarterly board meetings to identify resilience issues, assess levels of emergency preparedness and monitor the work programme; and - CCU officer availability to all authorities including twice monthly presence at district council offices. <i>In Progress (90% complete)</i></p> <p>◦ Maintenance of community resilience capabilities through the Somerset Prepared Partnership Promote and support community resilience, working with communities to raise awareness of risk and appropriate preparedness measures. Activities include maintenance of online guidance and resources, quarterly workshops and an annual event. <i>In Progress (90% complete)</i></p> 	<p>Jacob Forgham 10/04/2020 31/03/2020</p> <p>Jacob Forgham 10/04/2020 31/03/2020</p> <p>Jacob Forgham 10/04/2020 31/03/2020</p>			

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				<ul style="list-style-type: none"> o Participation and coordination with local multi-agency structures Includes regular coordination meetings, planning, training and exercising with: <ul style="list-style-type: none"> - Avon & Somerset Local Resilience Forum and sub-groups - Avon & Somerset Local Health Resilience Partnership and sub-groups - Somerset Health & Social Care Emergency Planning Group - Somerset Health Protection Forum <i>In Progress (90% complete)</i> 	Jacob Forgham 10/04/2020 31/03/2020			
	ORG0002 Risk Owner: Paula Hewitt Next Risk Review Date: 01/03/2020	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 <div style="background-color: red; color: white; text-align: center; width: 30px; margin: 5px auto;">25</div> Red - V. High Risk			Likelihood :3 Impact :4 <div style="background-color: yellow; text-align: center; width: 30px; margin: 5px auto;">12</div> Yellow - Medium Risk	Likelihood :3 Impact :4 <div style="background-color: yellow; text-align: center; width: 30px; margin: 5px auto;">12</div> Yellow - Medium Risk	01/12/2019 New commissioning manager appointed as previous post-holder converted her secondment to a permanent appointment. New post-holder will add actions relating to mini-academies, co-location and the new commissioning system once in post, in the new year. However I can report that progress is being made with all three actions which will mitigate this risk. P Hewitt 1/12/19

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	<p>ORG0007</p> <p>Risk Owner: Michele Cusack</p> <p>Next Risk Review Date: 09/03/2020</p>	<p>Risk Description: Strategic Risk 2019 update: Business Continuity: Service interruptions are not planned for and are therefore unmitigated</p> <p>Cause: Managers do not plan effectively to mitigate business continuity disruptions to the delivery of SCC services.</p> <p>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 failure, supply chain disruptions, unpredictable unfunded burdens or other external factors could lead to interruptions to service delivery.</p>	<p>Likelihood :3 Impact :5</p> <p style="text-align: center;">15</p> <p>Amber - High Risk</p>	<p>o 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></p>	<p>Jacob Forgham 10/04/2020 30/03/2020</p>	<p>Likelihood :3 Impact :4</p> <p style="text-align: center;">12</p> <p>Yellow - Medium Risk</p>	<p>Likelihood :3 Impact :4</p> <p style="text-align: center;">12</p> <p>Yellow - Medium Risk</p>	<p>09/12/2019 09122019: Review by McC: Remain on track</p>

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				<p>o Mobile telecoms review Review 08/01/2019 - D Littlewood: I have spoken with procurement around multi-network SIM cards, that can roam between networks if one network carrier goes down. These are expensive at present under our current contract, but we are looking to reduce cost as part of the Mobile telecoms review which is still underway. Review: 19/10/2019 - SIMs on other networks are now available to purchase by business units (at a cost to each area of the business.) Personal mobile phones can now run teams for communications in the even of the SCC network being unavailable, and SCC phones have the option to run WIFI calling in the even of a failure of the 3g or 4g Network. Future work around UC strategy will move SCC to cloud PBX technology and this will provide resilience by using a telecoms provider and the Microsoft cloud to make calls. This will be available on SCC and personal phones.</p> <p>There is also an option for parts of the business to move some of its SIM cards over to an existing Vodafone contract, so half of the service is with EE, and half with Vodafone, but again, reducing the number of phones on each contract, increases the cost of the calls and data, so we are working with procurement on the best approach between cost and continuity.</p> <p>In the short term, we have now released Outlook and access to Somerset County Council mailboxes, to personal devices, so if individuals are on other networks, they</p>	<p>Dave Littlewood 31/03/2020 31/03/2020</p>			

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				<p>could still access email and have contact (as proven in the outage of the EE network a few weeks ago) <i>In Progress</i> (90% complete)</p> <ul style="list-style-type: none"> Annual corporate guidance and templates update or after activation of the corporate business continuity plan. <i>In Progress</i> (10% complete) Ensure all service level business continuity plans are updated annually. <i>In Progress</i> (10% complete) Plan for no-deal Brexit impacts using the framework of the corporate BC plan <i>In Progress</i> (80% complete) 	<p>Jacob Forgham 10/04/2020</p> <p>Jacob Forgham 10/04/2020</p> <p>Nicola Dawson 25/02/2020 03/02/2020</p>			
	<p>ORG0032</p> <p>Risk Owner: Simon Clifford 2</p> <p>Next Risk Review Date: 02/07/2020</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="background-color: red; color: white; text-align: center; padding: 2px;">20</p> <p>Red - V. High Risk</p>	<ul style="list-style-type: none"> 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 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>	<p>02/01/2020 no notable change - cloud migration restart will provide enhanced mitigation</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>						
	<p>ORG0052</p> <p>Risk Owner: Michele Cusack</p> <p>Next Risk Review Date: 10/02/2020</p>	<p>Risk Description: Strategic Risk 2019: There is a risk of significant disruption to services, if the UK leaves the European Union following the Transition period, because of a "No Deal Brexit".</p> <p>Cause: The current uncertainty into the detail of the UK Trade Agreement.</p> <p>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. * Continued uncertainty for the local economy / businesses * Increase in the need for welfare services, i.e. foodbanks</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>	<ul style="list-style-type: none"> ◦ NEW: Quarterly EUSS application statistics <i>In Progress</i> (10% complete) ◦ NEW: Set up Business Barometer <i>In Progress</i> (10% complete) ◦ NEW: Establish a Community Resilience Barometer <i>In Progress</i> (10% complete) 	<p>Nicola Dawson 06/04/2020</p> <p>Mel Roberts 06/04/2020</p> <p>Nicola Dawson 06/04/2020</p>	<p>Likelihood :4 Impact :3</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>17/01/2020 17/01/2020 Review by C Squire: Both the UK and the EU need to ratify the withdrawal agreement by 31 January 2020. There will then be an implementation period until 31 December 2020 while the EU and the UK negotiate new arrangements.</p>

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	ORG0024 Risk Owner: Simon Clifford 2 Next Risk Review Date: 27/05/2020	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. 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. 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.	Likelihood :4 Impact :4 16 Red - V. High Risk	<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. Directorates now adapting to new approach. <i>In Progress</i> (90% complete)	Simon Clifford 2 16/03/2020 31/03/2020	Likelihood :3 Impact :4 12 Yellow - Medium Risk	Likelihood :3 Impact :3 9 Yellow - Medium Risk	27/11/2019 remains as is until contracts register and compliance with standing orders improves.

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	ORG0022 Risk Owner: Simon Clifford 2 Next Risk Review Date: 19/02/2020	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. 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 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.	Likelihood :3 Impact :5 15 Amber - High Risk	<ul style="list-style-type: none"> o 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>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>	Dave Littlewood 19/02/2020	Likelihood :3 Impact :4 12 Yellow - Medium Risk	Likelihood :3 Impact :3 9 Yellow - Medium Risk	19/08/2019 risk will need to be reviewed early in 2020 as we restart the Cloud migration. until then risk remains constant.
	ORG0037 Risk Owner: Mel Lock Next Risk Review Date:	Risk Description: Adult Social Care: Non-delivery of statutory functions and legal obligations in relation to the care of adults in the local population. Cause: Increased demand and costs of adult social care services, against a background of budgets reducing in real terms and an increase in our statutory duties. Consequence: Reduction in quality of care delivered and potentially some unmet needs. Reduced public confidence, increased potential for litigation and judicial review, reputational damage.	Likelihood :5 Impact :5 25 Red - V. High Risk			Likelihood :3 Impact :4 12 Yellow - Medium Risk	Likelihood :2 Impact :4 8 Green - Low Risk	19/06/2015 Review provided by PCannons 19/06/2015: Processes have been implemented to ensure monitoring of this risk through monthly business performance and finance meetings, recommend close as actions are ongoing

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	ORG0042 Risk Owner: Chris Squire Next Risk Review Date: 30/03/2020	Risk Description: Strategic Risk 2017: HR: The risk of not having the employee capacity to deliver and support delivery of core front line services Cause: Combination of austerity measures and market forces in being able to attract & retain suitably qualified people to work for the Council Consequence: Reduced levels of service activity, more reliance on existing employees and possible issues with consistency on quality.	Likelihood :4 Impact :4 16 Red - V. High Risk			Likelihood :3 Impact :3 9 Yellow - Medium Risk	Likelihood :3 Impact :3 9 Yellow - Medium Risk	30/12/2019 Work continues as per previous review summary. This activity is monitored by respective workforce boards for Children's, Adults and ECI.
	ORG0023 Risk Owner: Sheila Collins Next Risk Review Date:	Risk Description: We Fail to deliver the stated objectives of the Change Programme Cause: resulting in our ability to balance the budget and maintain agreed objectives and priorities in a planned way. Consequence: We would need a much blunter approach to find the necessary savings				Likelihood :3 Impact :3 9 Yellow - Medium Risk	Likelihood :3 Impact :3 9 Yellow - Medium Risk	31/07/2013 Reviewed by KN 31/07/2013. score lowered from 12 to 9. review of controls to take place

	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
	ORG0027 Risk Owner: Sheila Collins Next Risk Review Date:	Risk Description: Financial: The ability of the organisation to raise capital receipts to a value, and at a time anticipated, to meet the requirements of the Capital Investment Programme. Cause: Capital investment programme has insufficient funds Consequence: Programme needs to be reduced with subsequent impact on Change Programme deliverables	Likelihood :4 Impact :5 20 Red - V. High Risk			Likelihood :4 Impact :2 8 Green - Low Risk	Likelihood :4 Impact :2 8 Green - Low Risk	13/11/2013 No change to existing risk, control measures ongoing The ability of the organisation to raise capital receipts to a value, and at a time anticipated, to meet the requirements of the Capital Investment Programme.
	ORG0021 Risk Owner: Richard Crouch Next Risk Review Date:	Risk Description: Workforce Planning. Reduction in staff numbers in the organisation as a consequence of the Change Programme may lead to specific knowledge & skills also leaving the organisation, some of which may need to be retained. Re-population of the organisation following the New Operating Model leads to not having the right people available, with the right skills in the right place at the right time, to fulfil all the commitments of the council. Cause: The council is unable to fulfil its commissioning role in service delivery, it lacks the resources required to deliver services. Consequence: Services not aligned to the needs of customers, savings of the Change Programme are not achieved &				Likelihood :3 Impact :2 6 Green - Low Risk	Likelihood :3 Impact :2 6 Green - Low Risk	13/05/2013

	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
		safeguarding is not satisfactorily managed. Under utilisation of scarce human resources. reduced capability of service commissioning, lack of knowledge transfer to the retained service when people leave. Staff dissatisfaction leads to poor productivity, staff unqualified for the job they perform. If the economic situation improves it may become difficult to retain key staff.						
	ORG0026	<p>Risk Description: Immediate time pressures impede our ability to make long-term decisions. Medium to long-term demand on services can not be met.</p> <p>Cause: A pressure to allocate scarce resources on an immediate needs basis, we spend more in the long term. Run-down of our assets leading to Health & Safety litigation,</p> <p>Consequence: Reputation damage, failure to invest in prevention leads to growing demand for services.</p>				Likelihood :2 Impact :2 4 Green - Low Risk	Likelihood :2 Impact :2 4 Green - Low Risk	17/05/2013 17/05/2013 - Reviewed by KN: New quadrenium has mitigated the impact on this risk. Four year planning to be implemented.

	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
	ORG0003 Risk Owner: Roger Kershaw Next Risk Review Date:	Risk Description: WITHDRAWN: The economic situation fails to improve Cause: WITHDRAWN: The council may experience (a) loss of Income and (b) more demand for services budget overspends, missed opportunities Consequence: WITHDRAWN: reduction on our ability to deliver some services or meet the demand for others				Likelihood : Impact : 0	Likelihood : Impact :	07/10/2010 Risk combined with ORG0014
	ORG0004 Risk Owner: Roger Kershaw Next Risk Review Date:	Risk Description: WITHDRAWN: Impact on service of reduced budget over the next 3 years as a result of the MTFP Cause: WITHDRAWN: Contractual difficulties, increased fraud, negative effect on SCC reputation, fail to meet our strategic objectives, Consequence: WITHDRAWN: Buildings unfit for purpose, H&S accessibility risks, reduced performance.				Likelihood : Impact : 0	Likelihood : Impact :	07/10/2010 Risk ORG0004 combined with Risk ORG0014

	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
	ORG0029 Risk Owner: Sheila Collins Next Risk Review Date:	Risk Description: Clients put at risk if SCC unable to respond to Police email marked RESTRICTED Cause: Police and SCC communications disrupted Consequence: Clients put at risk due to critical information not being exchanged. Reputational risk to Council due to breach of obligations under Government Connect				Likelihood : Impact : 0	Likelihood : Impact :	
	ORG0017 Risk Owner: Sheila Wheeler Next Risk Review Date:	Risk Description: WITHDRAWN: The combined impact on the overall shape of the organisation in the medium term Cause: Consequence:				Likelihood : Impact : 0	Likelihood : Impact :	16/11/2010 Risk amalgamated with ORG0016 following review by Sheil Wheeler on 15 November 2010 The combined impact on the overall shape of the organisation in the medium term

	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
	ORG0018 Risk Owner: Sheila Wheeler Next Risk Review Date:	Risk Description: the timetable for achieving the cuts is too ambitious and/or the assumptions on which the cuts are predicated are incorrect Cause: overspend of budgets or savings made in a way not envisaged by politicians; a lack of funding to take corrective action if the proposed action is unsuccessful Consequence: inability of the reserves to cope				Likelihood : Impact : 0	Likelihood : Impact :	
	ORG0014 Risk Owner: To be confirmed Next Risk Review Date:	Risk Description: We fail to meet our strategic objectives and experience contractual difficulties Cause: because of the impact on service's of reduced budget over the next 3 years as a result of the MTFP Consequence: resulting in negative impact on local economy; adequacy of reserves and contingencies; pressures of an older and ageing population impact on front line service delivery; contractual commitments; potential for increased instances of fraud; negative effect on SCC reputation.				Likelihood : Impact : 0	Likelihood : Impact :	14/04/2011 Progress to date has meant that the likelihood has reduced but the impact would still be critical Because of the impact on service's of reduced budget over the next 3 years as a result of the MTFP

	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
	ORG0012 Risk Owner: Sheila Wheeler 2 Next Risk Review Date:	Risk Description: Because we fail to positively manage the reputation of the council and its partners (local and national) Cause: we experience adverse publicity and loss of public confidence, Consequence:				Likelihood : Impact : 0	Likelihood : Impact : 	03/05/2011 Controls reviewed, current score remains at 12 (I=4 I=3) fail to positively manage the reputation of the council and its partners (local and national)

Report Selection Criteria

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