

Corporate Risk Register July 2018

1. Finance

Risk – Financial Sustainability. The Council’s major programmes and strategies do not deliver the expected financial and non-financial benefits and/or the Council’s Vision. The scale of change results in a lack of trust in the Council The Council cannot achieve its Medium Term Financial Plan and maintain the Council’s financial sustainability resulting in depletion of reserves , inability to deliver services and statutory obligations		Rating before mitigation	High	Rating after mitigation	High
Risk Owner – Corporate Director Resources and Growth					
Causes of risk					
<ul style="list-style-type: none"> Evidence base for the interventions is not robust Interventions not delivered to programme Unrealistic savings targets Change of direction locally/ nationally / partners Change is not sustained Major unplanned expenditure Central Government initiative / national budgetary changes Focus on the priorities and pledges is not clear Insufficient consistent focus on realising benefits Improvement is not prioritised 					
Mitigating Actions	Due date	Action owner	Progress		
Ensure that there is robust programme management and monitoring of the delivery and targets of the Swindon Programme plan	Ongoing	Head of Corporate Programmes and Innovation	<ul style="list-style-type: none"> PMO in place via the Corporate Programme and Innovation team. Fully resourced as of October 2018 		
Ensure ownership of the Swindon Programme is felt by the whole organisation and not seen as a solely corporate responsibility	Ongoing	Corporate Director Resources and Growth	<ul style="list-style-type: none"> Cross cutting structure of Programme remains in place and Communications plan active using audience segmentation. Standing item at Swindon Programme Board about techniques to improve organisational engagement 		
Use best practice research and local lessons to inform evidence based decision making with a particular emphasis on areas where there are performance challenges	Ongoing	Corporate Director Resources and Growth	<ul style="list-style-type: none"> Commissioners are actively undertaking market research and soft market testing before tendering high value contracts to ensure fit for purpose specifications are prepared and value for money is achieved. Corporate performance team fully engaged in all Programme themes Evidence based decision making will be included in wave 2 of opportunity development 		
Ensure key pieces of work , business plans , policies , strategies and commissioning / procurement is linked to delivery of the priorities and the themes of the Swindon Programme	Ongoing		<ul style="list-style-type: none"> Higher value Procurement projects are required to document how the procurement will contribute to the achievement of the Council’s priorities as part of the Gateway process. 		

2. Empowering Communities

Risk: We do not empower communities and manage the expectations of residents and members. This potentially results in loss of trust in the Council damaging reputation and generating complaints & failure demand. We do not maximise opportunities to work with communities to support them to have more influence and responsibility in their own areas.		Rating before mitigation	Medium	Rating after mitigation	Medium
Risk Owner – Corporate Director Communities and Place					
Causes of risk					
<ul style="list-style-type: none"> Insufficient engagement and communication High public expectation Increasing demand Ineffective use of capacity Insufficient support / buy in from parishes 					
Mitigating Actions	Due date	Action owner	Progress		
Build on our work with communities to create a true and sustainable partnership, in order to harness the energy of the community & voluntary sector in service of the Vision for Swindon	Ongoing	Director of Public Health	Continuing to promote & raise awareness of volunteering within the local communities. SBC representation at the Swindon Involve network meetings. National Volunteering Week plans in place to ensure our volunteers are recognised and rewarded for the contributions they make.		
Develop volunteering within the Council.			Establishing baseline & understanding across the council of existing use of volunteers – Developing the SBC volunteering framework to provide guidance on the use of volunteers. Exploring feasibility of volunteer manager network for managers who use volunteers or want to use volunteers in their areas.		
Ensure that there is robust and effective engagement & communication with members, parish and town councillors	Ongoing	Director of Law and Democratic Services	Convene quarterly Borough/ Parish consultation meetings with Parish / Town Clerks and quarterly meetings with the Swindon Area Committee of parish councillors. Provided weekly member bulletins on a variety of topics. Delivered a comprehensive Councillor Training and Development programme. Supported Councillors in relation to the digitisation project. Delivered a number of training events to Borough and Parish Councillors on code of conduct, Chairing skills and decision making.		
Ensure that there is good support for parish councils including delivery and budgetary support and transfer of assets	Ongoing	Head of StreetSmart	Continuing to work closely with Parishes including new contracts “Streetsmart” with urban Parishes		
Use research to design & deliver further communication & engagement activity for staff, residents & stakeholders about the Vision to celebrate achievements, share challenges & ensure consistent messaging. Find a way to gauge impact.	Ongoing	Director of Performance, Organisational Improvement & Comms-	A Residents Survey has been carried out. The results of the survey will be used to inform the Council’s Communications Plan and Community Engagement Strategy.		
Refresh our consultation policy. Work with senior officers & members to ensure engagement & consultation opportunities are factored into decision making.	Complete		Policy has been updated and extended to cover engagement. A toolkit has been produced to up skill officers to ensure that consultation is embedded in decision making processes. Consulted Members & parish councils about the		

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3. Growing the Economy

Risk – Growing the Economy: The Council is unsuccessful in enabling the development of infrastructure and housing which will grow the level of business activity necessary to provide sufficient employment for our residents and generate enough business rates income to pay for the services we need to provide.		Rating before mitigation	High	Rating after mitigation	High
Risk Owner – Corporate Director Resources and Growth					
Causes of risk					
<ul style="list-style-type: none"> Capacity / capability of council staff and delivery agents Lack of focus – changing or unclear priorities Evidence base for strategies/plans is not robust Lack of focus on delivery Insufficient funding for projects Loss of control over housing land linked to 5 year land supply National and international economic climate / policy Competition from other LA's Opposition from residents / pressure groups Market uncertainty Insufficient suitable employment land Lack of skilled local workforce Lower than planned level of housing starts including delays developing Wichelstowe and NEV Perceptions of the borough Recruitment and retention problems in key sectors Viability of major projects 					
Mitigating Actions	Due date	Action owner	Progress		
Develop/implement action plan to raise business rate income by strengthening /diversifying the business base, creating jobs that support innovation & exporting & focussing on supporting strategically important companies with high growth potential	Ongoing	Corporate Director Resources and Growth	Work is nearing completion on an Inward Investment strategy for the next 3 years. This will work with partners to address micro and macro challenges, raise the area's profile and maximise opportunities to attract long-term investment to increase jobs and business rates, with a particular focus on high value jobs and priority sub-sectors. Work is also nearing completion on a Business Retention and Expansion strategy. There is a long list of 50 businesses which we believe would benefit from coordinated intensive local support.		
Work with FSL and monitor project progress to improve Swindon's town centre.			Town Centre Board & Kimmerfields Board set up reporting to Corporate Director to make key focused decisions & monitor progress. FSL relocated to Wat Tyler West supporting improved ways of working.		
Adoption of Local Plan with robust strategy and housing allocations	March 2021	Head of Planning	<ul style="list-style-type: none"> Local Plan progressing in line with approved Local Development Scheme, alongside Wiltshire Council. Land will be allocated within the Local Plan, discussions ongoing with potential developers 		
Allocate 60 hectares of employment land over the Local Plan period to 2036. Accelerate delivery of existing undeveloped employment land.	March 2021				

Ensure that delivery of work at Wichelstowe and New Eastern Villages is on target and meeting milestones	Ongoing	Corporate Director Resources and Growth -	District Centre progressing, secondary school, pub/restaurant, road & canal improvements under construction. Planning permissions granted for 85 houses, new public square & footbridge. Schemes programmed to start on site later this year. Planning application for housing for older people being prepared- due to be submitted within the next 3 months. Wichelstowe and NEV have programme boards reporting to Corporate Director in order to ensure visibility of risks and issues and to ensure robust governance NEV - Planning application for 2380 homes N of A420 approved subject to signing legal agreement. Lotmead Farm appeal dismissed by the Secretary of State, establishing clear expectations of what would be acceptable on the site in line with Council policy. HIF bid for Rowborough access under railway was successful at stage 1. Public meetings held on Southern Connector Rd.
Develop low carbon transport solutions. Support and encourage the development of business innovation in recycling technologies and low carbon	Ongoing		Commissioned PPS to deliver study on electric charging points and continuing to attend Hydrogen Hub meetings to support Low Emission Vehicle development and increase in uptake. Monitor sectors and identify opportunities for innovative companies to locate or grow here.
Work with learning providers, partners and employers to develop skills training that meets the needs of businesses and improve access to HE	Ongoing	Strategic Commissioner Routes to Employment	Bid for institute of Technology (IoT) has been successful in the 1 st stage. University of Wales delivering Cultural Heritage Curriculum in Swindon from Sept 2018. SWLEP HE Strategy evidence base completed - on track to complete draft Strategy in May. Higher Futures have now achieved 270 learners on new programmes.

4. Managing our environment. This risk considers aspects of our environment which if not managed could have a significant negative impact on the Council's effectiveness. They are Health and Safety, IT systems and the local, national and international context.

Risk - Health and Safety : A serious and avoidable accident occurs leading to serious injury, damage or death, financial penalties , HSE prosecution and reputational damage		Rating before mitigation	High	Rating after mitigation	Medium
Risk Owner –Corporate Director Resources and Growth					
Causes of risk					
<ul style="list-style-type: none"> Lack of management accountability Site suitability Condition of the site Lack of staff compliance 					
Mitigating Actions	Due date	Action owner	Progress		
Deliver health & safety training ,briefings and information to all staff with a particular focus on high risk groups	Ongoing	Head of Internal Audit	Training schedule that targets risk and training need in place for 2018 / 19. All training being delivered against needs identified. L & D report improved attendance and decreasing number of no shows. Arrangements in place to identify and communicate non-attendance with individual managers and report made to Waterside JSC.Compliance is monitored by line management along with Learning & Development attendance reporting to the Waterside Joint Safety Committee.		
Ensure that the buildings the Council owns or occupies are safe and that the Council discharges its statutory responsibility	Ongoing	Corporate Director Communities and Housing	<p>Corporate Asset register is in place .Roles and responsibilities for health and safety have been redefined based on risk.Compliance is monitored is undertaken by Property Maintenance reporting to the Head of Housing and Head Property Services respectively.</p> <p>Policy review has taken place .Presentation to CMT booked for 26th June for sign off on new Property Responsibilities Policy and business case for property compliance group being progressed to completion by August 2018.</p> <p>Programme of risk mitigations in place.</p>		
Ensure that health and safety issues are highlighted and addressed.	Ongoing	Corporate Director Communities and Housing	<p>Health and Safety is discussed at least quarterly at CMT as part of the review of the Corporate Risk Register.</p> <p>Robust governance structure in place. First scheduled JSC meetings have been completed with minutes and actions communicated. Further meetings scheduled throughout year.</p> <p>Operational risks are highlighted in service and directorate risk registers and mitigations identified at service level.</p>		

Risk - The Local , National and International Context: Changes	Rating before	Medium	Rating	Medium
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of policy adversely impact on the Council's priorities or cause a change in priorities leading to difficulty in realising our ambitions, financial implications & reputational damage		mitigation		after mitigation	
Risk Owner –Corporate Director Resources and Growth					
Causes of risk					
<ul style="list-style-type: none"> Insufficient awareness of policy changes (Officers or Lack of a voice at national level 					
Mitigating Actions	Due date	Action owner	Progress		
Ensure that members are provide with regular information & discussion opportunities to support informed decision making	Ongoing	Director of Performance, Organisational Improvement and Communications	Provided during 17/18 weekly member bulletins on Council meetings, training events, feedback from Councillor's attendance on training courses, Council press releases, planning applications & decisions, local news items & Mayoral engagements. Regular briefings & policy updates focussing on key issues.		
Ensure that officers & members are regularly briefed on policy changes					
Continue to explore the opportunities for developing partnerships with other councils that share a common interest with SBC to improve our ability to influence national policy and decisions		Corporate Director Resources and Growth	Joined England's Economic Heartland Strategic Alliance to promote Swindon's inclusion in the Cambridge-MK-Oxford corridor & create a subnational transport body, ongoing work with Fast Growth Cities Network (Oxford, Cambridge, MK, Norwich), consult with neighbour councils on Energy Strategy & spatial planning		

Risk - IT system: A business critical system fails or is unavailable to a significant number of staff for a significant period leading to service disruption, potential safeguarding issues , poor productivity & reputational damage		Rating before mitigation	High	Rating after mitigation	High
Risk Owner –Corporate Director Resources and Growth					
Causes of risk					
<ul style="list-style-type: none"> Inadequate systems and processes Unstable platforms Financial sustainability of Capita 					
Mitigating Actions	Due date	Action owner	Progress		
Replace telephony system with a more resilient solution	July 2018	Director of Digital Services & Corporate Programmes	Delays have been experienced in the pre-requisite projects of WAN & LAN upgrade. The telephony project has slipped _ now expected to be delivered late 2018.		
Migrate failing systems off the Capita Private Cloud (CPC)	Aug 2018		Progress made moving approx 20 servers back on premise. Networking problems have been encountered which confirmed the cautious approach to the migration. Work continues to move the servers in appropriate tranches & then go through a period of stabilisation before the next move. Now on track for end Aug 18.		
Ensure business continuity plans cover the loss of Capita by liaison with key stakeholders including Capita's guidance on maintaining the service if their liquidation occurred sharing ideas with other LA's & drawing on the support of the LGA	May 2018		Addressing risks re loss of Data centre and loss of access to IT services with our migration plans. It is anticipated these will be closed off later in the year. We have discussed the software particularly with Socitm Colleagues and the Local CIO Council and are of a view this is contained and suitable escrow arrangements in place should the worst happen.		

5. Delivering Quality

This risk considers two areas of the Council's work where poor quality will pose significant risks to the Council. These are our work to safeguard vulnerable children and adults and adhering to our systems of governance so that we act within our powers.

Risk – Safeguarding Children: Avoidable failure through action or inaction leads to serious harm, death or a major impact on wellbeing, potentially leading to reputational damage for the Council, loss of staff confidence and morale, loss of public and member confidence, litigation and damages.		Rating before mitigation	High	Rating after mitigation	High
Risk Owner – Corporate Director Children's Services					
Causes of risk					
<ul style="list-style-type: none"> Recruitment/ retention of sufficient skilled staff Error / data breach Unpredictable client behaviour High dependency on agency staff Insufficiently strong early help system Inadequate processes Limitations of case management system National policy/ guidance changes Insufficient in house placement capacity for children 					
Mitigating Actions	Due date	Action owner	Progress		
Implement improvement measures including QA framework, team improvement plans , and self- evaluation of the service	Ongoing	Corporate Director - Children's Services	A QA framework has been put in place across Children, Families and Community Health services to help the service understand its performance & identify improvement priorities. Monthly Performance Board meetings in place since Nov with high levels of challenge & support for improvement. The process continues to be refined & improved .There is evidence it is impacting on outcomes. Team improvement plans have been put in place for all teams. The quality is variable but improvements are being made to weaker plans. QA process has been agreed & will be implemented next quarter alongside the performance management process. A service self-evaluation is in place aligned to new ILAC inspection framework.		
Deliver a targeted recruitment campaign and review social work caseloads	Ongoing work		Social worker caseloads and case weighting is constantly being reviewed to achieve the caseload guarantee of between 15-18 cases as approved by Cabinet. Targeted recruitment campaign for agency & permanent staff in place but not delivering results. The number of permanent staff continues to reduce & agency staff increase (now at 50%)		
Go out to tender for a replacement of the Integrated Children's Service module for CAPITA One	Feb 2018		Tender underway.		
Implement dedicated service improvement within the fostering team	Ongoing		Service restructure has taken place, strong performance management has led to significant staff changes. Strong improvement plan in place and improvements being made.		

Risk – Safeguarding Adults: Avoidable failure in Adult Social Care through action or inaction leads to serious harm, death or a	Rating before mitigation	High	Rating after	High
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major impact on wellbeing with potential impacts to the Council in terms of reputational damage, loss of staff confidence and morale, loss of public and member confidence litigation and damages.				mitigation	
Risk Owner – Corporate Director Adult's Services					
Causes of risk					
<ul style="list-style-type: none"> Recruitment/ retention of sufficient skilled staff – staff capacity Human error Unpredictable client behaviour Lack of timely compliance with processes IT limitations Inadequate supervision Lack of timely identification of adults at risk by agencies 					
Mitigating Actions	Due date	Action owner	Progress		
Deliver training to staff and partner agencies to improve performance , including training on supervision and safeguarding. Implementation of new safeguarding management structure and reshaping of team to increase capacity. Implementation of performance management dashboard for safeguarding , monitored fortnightly by head of service and monthly by Corporate Director	Ongoing	Corporate Director Adult Services	The Adult Social Care (ASC) transformation programme continues to make good progress in supporting improvement across the health and social care system. Training on Domestic Abuse and Coercive Control delivered to social care staff. Specialist safeguarding supervision in place. Interim team manager in post. Safeguarding dashboard developed to pro-actively manage performance across services. Caseloads have reduced to below 40 (target 30). Prioritisation of cases with response times in place. Staff consultation with team commenced on 20 th June 2018. Once consultation is completed on 3 rd August, team will restructure to enable them to deliver on performance targets. In the meantime, safeguarding cases are prioritised in the Adult Community teams.		
Work with the Local Safeguarding Adults Board to monitor demand and implement robust performance management of safeguarding alerts and work with managers and the Joint Care Management Team to monitor performance information	Quarterly		An action plan is in place and management oversight is focussed on driving the required improvements in our adult safeguarding systems and processes. Performance management framework being implemented.		
Implementation of Eclipse	Sept 2018		The system to replace SWIFT has been successfully procured and mobilisation preparation continues .Safeguarding dashboard will be included in Eclipse. Business Process redesign workshops planned with Methods.		

Risk – Governance: The council does not comply with legal or statutory obligations or acts outside its powers or our governance of information is not robust resulting in loss of protected data potentially leading to successful legal challenge, financial penalties, court sanctions safeguarding issues and reputational damage.	Rating before mitigation	Medium	Rating after mitigation	Low
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Risk Owner – Corporate Director Resources and Growth			
Causes of risk			
<ul style="list-style-type: none"> Legislative changes Legal advice not followed Human error Unable to demonstrate compliance Lack of timely/ appropriate legal advice Financial and demand pressures (resource constraints) Malicious action 			
Mitigating Actions	Due date	Action owner	Progress
Maintain staff with appropriate qualifications and training	Ongoing	Director of Law and Democratic Services	<ul style="list-style-type: none"> In place
Deliver regular training sessions for members and officers focussing on key issues such as their role in arms- length bodies	Ongoing		<ul style="list-style-type: none"> Delivered a comprehensive Councillor Training and Development programme for 2017/2018, including the introduction of a range of specific training opportunities aimed at developing the skills essential for new and existing members' in undertaking their role successfully.
Implement governance arrangements for wholly owned subsidiaries	Ongoing		<ul style="list-style-type: none"> Report was presented to Audit Committee on 4th April 2017 recommending the formation of a Cabinet Member Advisory Group to provide oversight of Council owned companies and setting up a shareholder board. CMT has oversight of the Commercial programme together with the newly formed Commercial Investment Strategy Board
Ensure that key pieces of work, link to the delivery of the priorities.	Ongoing	Corporate Director Resources and Growth	<ul style="list-style-type: none"> Swindon Programme in fundamentally based on enabling the delivery of priorities Swindon Programme is focused on changing our internally delivery models and delivering similar or improved outcomes within a smaller budget envelope.
Provide comprehensive programme of training and support to ensure that staff are aware of GDPR requirements and a programme of service area projects are underway to update and amend all customer and service user privacy notices, processes, policies and systems, overseen by the Information Governance Board	Ongoing	Corporate Director Resources and Growth via the Information Governance Board	<ul style="list-style-type: none"> Briefings have taken place. Managers and Service Area teams have been provided with a compliance action plan and project work is underway to meet compliance requirements with monthly update reports to CMT being delivered until full corporate compliance achieved.

6. Realising Potential

Risk –we do not make the best use of all available capacity, either within our own staff or through strong and effective partnerships which restricts our ability to deliver our vision, priorities and pledges.	Rating before mitigation	Medium	Rating after mitigation	Medium
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Risk Owner – Corporate Director Resources and Growth			
Causes of risk			
<ul style="list-style-type: none"> Insufficient development opportunities Difficulty in recruitment to key roles Lack of succession planning in key roles Poor performance/ absence management Capacity and sustainability of the supplier market Lack of alignment with key partners eg LEP/ CCG. 			
Mitigating Actions	Due date	Action owner	Progress
Ensure that Swindon has a strong voice in SWLEP to maximise the opportunities of attracting funding for key Swindon projects	Quarterly	Corporate Director Resources and Growth	Strongly influence SWLEP and ensure that Leader and C Exec are well briefed and are clear on strategic priorities, while making the case to support the continuation of funding for SBC schemes
Ensure a strong partnership with the CCG and mutually beneficial use of funding through the development of the Better Care Fund Plan, financial negotiations, and setting out a framework for a pooled budget further integrated commissioning and development of an accountable care alliance	Ongoing	Corporate Director Adult Services	Good progress. Fewer people being admitted to permanent care, assessments are more timely, reducing delays in hospital discharge, the reablement service is more effective & efficient, people are receiving more timely and appropriate information & advice at initial contact stage, the recently appointed Trusted Assessor is working collaboratively with care homes to support the timely assessment of care home residents in hospital, DTOC Performance has significantly improved. Consideration is being given to moving away from separate health and social care commissioning functions towards an integrated function. Protocols agreed for joint funding of mental health placements.
Work with public sector partners through One Swindon Board to ensure a collaborative and co-ordinated response to issues of common concern.	Ongoing	Director of Performance Organisational Improvement and Comms	This work will continue through the merger of the One Swindon Board with the Health and Wellbeing Board.
Improve productivity across the Council-	March 2020		This is an intrinsic part of the organisational excellence programme.
Develop and deliver a leadership programme and wider engagement activity for managers.	Ongoing	Director of HR & OD	The Leadership and Culture Programme contains two leadership programmes aimed at developing key skills, competencies and behaviours of future leaders. The Future Leaders' Programme was launched on May 25 th . Programmes started in Sept 17.
Develop and implement a recruitment and people strategy	Dec 2018		Strategy delayed to allow sufficient time to understand our learning and development to deliver the Swindon Programme.
Implement performance management of staff across the council including absence management and the rate of appraisals	Ongoing		Work is in place including new absence management posts. Focus on absence management at EMT and WMT and increased internal comms.

7. Effective Prevention

Risk - our preventative and early intervention work is not successful in halting the rise in demand resulting in increasing spend on social care leading to challenges in balancing the	Rating before mitigation	High	Rating after mitigation	Medium
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budget and a potential loss of services which residents value.				
Risk Owner – Corporate Director Adult Services				
Causes of risk				
<ul style="list-style-type: none"> Ageing population Welfare Reform Domestic Abuse Unhealthy lifestyles Economic downturn Capacity of the Council and partners to deliver preventative services 				
Mitigating Actions	Due date	Action owner	Progress	
Implement measures to reduce adult social care costs and demand	Ongoing	Director of Adult Services	Risk mitigated through exception panel and reshaping older people services, now completed Progression planning implemented in learning disability services. In house services being reshaped to manage demand.	
Develop a prevention strategy as part of Health and Wellbeing strategy delivery plan.	Ongoing	Director of Public Health	This is an intrinsic part of the Health and Wellbeing Strategy and outcomes. A full preventative strategy focusing on Getting Swindon Healthy will be developed as part of the Health & Wellbeing Strategy	
Commission preventative services to reduce future demand	Ongoing	Director of Public Health	Substance Misuse services recommissioned. New provider, Turning Point in place. Mental Health Concordat and Prevention Strategy progressed through STP (Thrive). DA JSNA produced and strategy being developed. We will be testing a neighbourhood approach to reducing isolation and loneliness in order to prevent demand in health and social care	
Monitor performance of the delivery of the outcomes of the Health and Wellbeing Strategy and implement changes	Ongoing	Director of Public Health	<ul style="list-style-type: none"> Monthly Joint Commissioning Group (sub group of the Health and Wellbeing Board (HWB)) reviews performance. Range of established HWB Strategy groups monitoring delivery and performance against suite of HWS KPIs e.g. Get Swindon Active - (physical activity and obesity), Sexual health Executive Group and the Dangerous drugs and Substance Misuse Strategy Group. 	
Implement a revised model of multi-agency Early Help and intervention that enables all partners to work collaboratively to help children and families at the earliest point to reduce the need for higher level, more costly interventions.	April 2018	Corporate Director-Children's Services	Some delay on implementation of revised model due to staff instability and trialling model prior to implementation. More children are being helped at early help and troubled families but this is not yet reducing the need for higher, more costly interventions, because of the demand in the system and systemic improvement required.	

8. Business Continuity

Risk: our arrangements to be able to continue to deliver essential services if things go wrong including our suppliers fail or don't perform are not sufficiently robust, leading to poor quality delivery of essential services, loss of public confidence and reputational damage		Rating before mitigation	High	Rating after mitigation	Low
Risk Owner – Corporate Director Resources and Growth					
Causes of risk					
<ul style="list-style-type: none"> Lack of robust and up to date business continuity plans in key service areas Lack of oversight of key suppliers Lack of clear roles and responsibilities for planning and implementation during and after an incident Lack of stability in the care market 					
Mitigating Actions	Due date	Action owner	Progress		
Undertake regular reviews of completion and content of business continuity plans , guides and procedures	Ongoing	Director of Public Health Director of Public Health	Data capture of all 180 teams across the Council complete – 95% of Priority 1 teams have revised plans; 71% of all teams have plans. Revised strategy and policy in place All procedures on the intranet and ResilienceDirect. Waterside Depot Emergency Action Plan updated, and new School Lockdown Guide produced.		
Deliver training /updates on resilience response	Ongoing		Monthly Training provided on how to use ResilienceDirect and how to update and use Business Continuity Plans. Debriefs undertaken following the 2017 fire incident – lessons learned captured as part of further training and also being included in the development of the Civic Campus Emergency Response Action Plan to be complete Aug 18.		
Practice Council command and control and recovery procedures in line with the Local Resilience Forum and Local Health Resilience plans	Ongoing		The council has detailed plans in place for emergency response & recovery Council is a members of Wiltshire & Swindon LRF & Wiltshire & Swindon LHRP which have a range of multi-agency emergency plan & procedure covering response & recovery. SBC emergency on-call rotas are in place at all levels. Quarterly training sessions open to all on call rota & other key staff. Multi-agency Tactical Training has been held, & a new multi-agency operational training package is being developed for delivery Autumn 2018. Exercises are planned for Waterside Depot & the Civic Campus during 2018 to test the site Emergency Response Plans.		
Carry out financial health checks on all suppliers to check their likely sustainability	Ongoing	Corporate Director Resources and Growth	A financial assessment is included as part of the standard selection criteria for the assessment of all high value contracting decisions. This process includes further due diligence utilising independent credit and risk ratings. Key suppliers check being carried out in June.		