

# Corporate Risk Summary

Dated: 16 February 2016

	Risk Area	Owner	Last Qtr	This Qtr	Change	Why the change?	Impact	Possible Causes	Plans to reduce likelihood
			Likelihood						
1	Organisational Sustainability	JG	M	M	↔		<ul style="list-style-type: none"> <li>Abolition</li> <li>Loss of local decision making</li> <li>Excessive and unaffordable expenditure due to demand on services</li> </ul>	<ul style="list-style-type: none"> <li>Inability to manage scale of austerity measures</li> <li>Lack of anticipated funding from new income sources including business rates</li> <li>Lack of succession planning in key roles across the organisation</li> <li>Poor performance management culture</li> <li>Incorrect care model devised and/or implemented</li> <li>Additional demand from Poor health , increasing health inequalities</li> </ul>	<ul style="list-style-type: none"> <li>Change programmes</li> <li>Investment in range of revenue generating activities</li> <li>Clarity of narrative in position and response</li> <li>Determination and implementation of the optimal care model</li> <li>Engagement work with businesses and partners</li> <li>Devolution proposals</li> </ul>
2	Political Climate	JG	L	L	↔		<ul style="list-style-type: none"> <li>Variations to priorities</li> <li>Ambitions not realised</li> <li>Financial impact of change</li> <li>Destabilising relationship between members and officers</li> <li>Reputational damage</li> </ul>	<ul style="list-style-type: none"> <li>Elections</li> <li>Relationships</li> <li>Actions of individual or group have negative impact</li> <li>National policy changes</li> <li>Wide range of contentious issues being taken forward</li> </ul>	<ul style="list-style-type: none"> <li>Leaders Advisory Group</li> <li>Regular joint meetings</li> <li>Communication and engagement with members</li> <li>Leadership development of officers and members</li> <li>Encouragement of more cross party working</li> </ul>
3	Safeguarding Children	KR	M	M	↔		<ul style="list-style-type: none"> <li>Preventable Injury or death</li> <li>Standard of care suffers</li> <li>Reputational damage</li> <li>Challenge/change to delivery arrangements</li> <li>Potential damages</li> <li>Loss of public and member confidence</li> </ul>	<ul style="list-style-type: none"> <li>Recruitment/retention of skilled staff</li> <li>Inadequate processes</li> <li>Error</li> <li>IT limitations</li> <li>Inadequate supervision</li> <li>Inherently unpredictable client behaviour</li> </ul>	<ul style="list-style-type: none"> <li>Workforce development</li> <li>Audit and evaluation</li> <li>Cross council work on CSE</li> <li>Increased supervision/oversight</li> <li>Service Improvement plans</li> </ul>
4	Failure/unavailability of business critical IT system / Disclosure of personal data / Loss of data	SM	M	H	↑	Recent system failures have led to inefficient or less secure practices being followed	<ul style="list-style-type: none"> <li>Service disruption</li> <li>Serious safeguarding issue</li> <li>Financial cost / damages</li> <li>ICO Prosecution (and fine)</li> <li>Reputational damage with loss</li> </ul>	<ul style="list-style-type: none"> <li>Inadequate processes</li> <li>Error</li> <li>Malicious action</li> <li>Transition from Capita</li> <li>Unstable platforms</li> </ul>	<ul style="list-style-type: none"> <li>Data/system inventory</li> <li>System maintenance</li> <li>Preventative controls</li> <li>Data back-up regime and testing</li> </ul>

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	Risk Area	Owner	Likelihood		Change	Why the change?	Impact	Possible Causes	Plans to reduce likelihood
							of public and member confidence	•	<ul style="list-style-type: none"> <li>• Proposal to change E-mail platform</li> <li>• Training / guidance</li> <li>• Personnel procedures</li> </ul>
5	Major Unplanned expenditure	SM	L	L	↔	•	<ul style="list-style-type: none"> <li>• Financial cost</li> <li>• Consequential impact on other areas</li> </ul>	<ul style="list-style-type: none"> <li>• Emergency</li> <li>• Government initiative</li> <li>• Delay in implementing change programmes</li> <li>• Migration</li> </ul>	<ul style="list-style-type: none"> <li>• Budget contingency</li> <li>• Reserves</li> <li>• Governance around change</li> </ul>
6	Health & Safety	JG	M	M	↔	•	<ul style="list-style-type: none"> <li>• Injury or death</li> <li>• HSE prosecution</li> <li>• Financial impact (damages/costs)</li> <li>• Reputational damage</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of awareness</li> <li>• Lack of care</li> <li>• Inadequate training</li> <li>• Equipment failure</li> </ul>	<ul style="list-style-type: none"> <li>• Address OHSAS inspection</li> <li>• Training</li> <li>• Increase near miss reporting – culture change</li> </ul>
7	Emergency management Business continuity Disaster recovery	JG	L	M	↑	• Lack of up to date business continuity plans	<ul style="list-style-type: none"> <li>• Loss of key systems/services</li> <li>• Disjointed response</li> <li>• Financial consequences</li> <li>• Reputational damage</li> <li>• Loss of public confidence</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate training</li> <li>• Poor planning or implementation</li> </ul>	<ul style="list-style-type: none"> <li>• Updated EPRR plan</li> <li>• Improved response capability</li> <li>• Regular training/updates on Resilience Response</li> </ul>
8	Governance	ST	L	L	↔	•	<ul style="list-style-type: none"> <li>• Non-compliant with legislative and statutory obligations</li> <li>• Successful legal challenge</li> <li>• Financial consequences / additional costs</li> <li>• Loss of public and member confidence / Reputational damage</li> <li>• Partnership / Commissioned service collapse leading to service disruption / critical service not delivered</li> </ul>	<ul style="list-style-type: none"> <li>• Legislative changes</li> <li>• Poor advice</li> <li>• Inability to transfer risk</li> <li>• Lack of oversight/visibility</li> <li>• Staff not understanding impact of devolved delivery</li> <li>• Financial and demand pressures / Resource constraints</li> </ul>	<ul style="list-style-type: none"> <li>• Retention of skilled staff</li> <li>• Staff training</li> <li>• Staff deployment</li> <li>• Robust contracting system</li> <li>• Peer review</li> <li>• Governance review</li> </ul>
9	Highways and Transport	BB	M	M	↔	•	<ul style="list-style-type: none"> <li>• Real or perceived unacceptable levels of congestion</li> <li>• Complaints</li> <li>• Loss of public confidence</li> <li>• Pressure from members</li> </ul>	<ul style="list-style-type: none"> <li>• Upgrading infrastructure</li> <li>• Improving capacity</li> </ul>	<ul style="list-style-type: none"> <li>• Recognising conflicts</li> <li>• Improved communications to users</li> <li>• Traffic monitoring</li> </ul>

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10	Achievement of Vision	JG	L	L	↔	•	<ul style="list-style-type: none"> <li>• Loss of key businesses</li> <li>• Inability to attract inward investment</li> <li>• Reduced income from business rate</li> <li>• Needs of community and stakeholders not met</li> <li>• Increased demand on fewer resources</li> <li>• Loss of valued local services</li> <li>• Unwanted development</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate schools</li> <li>• Results at KS4 and Levels 2 and 3 and Higher Education levels</li> <li>• Recruiting difficulties</li> <li>• Inability to maximise geographic advantage</li> <li>• Lack of community capacity</li> <li>• Lack of infrastructure planning</li> <li>• Rate of growth</li> <li>• Poor skills growth</li> <li>• Lack of land for housing need</li> <li>• Lack of employment land</li> <li>• Poor health , increasing health inequalities .</li> <li>• Mismatch between resource and funding</li> </ul>	<ul style="list-style-type: none"> <li>• Improvement plans for failing schools</li> <li>• Targeted interventions</li> <li>• Contribute to SWLEP plan</li> <li>• Partnership with Teaching Schools Alliance</li> <li>• New Eastern Villages (NEV)</li> <li>• Major Projects Team</li> <li>• Implementation of the Health and Wellbeing Strategy</li> <li>• Devolution proposal</li> </ul>