Quarter Three 2012/13 Business Report

Annex 4

Leadership Risk Register

as at January 2013

Report of: Mr David Hodge, Leader of the Council

Lead Officer: David McNulty, Chief Executive

Leadership risk register as at 2 January 2013

Owner: David McNulty

Ref	Directorate register ref	Description of the risk	Inherent risk level (no controls)	Existing controls	Risk owner – Officer	Risk owner – Member	Residual risk level (after existing controls)	Committee review
L1	ASC2 CAC1,8,15 CAE9 CSF2 EAI6,7	**Medium Term Financial Plan** - Failure to achieve savings in the Medium Term Financial Plan (2012-2017) and additional service demand leads to increased pressure on service provision and damage to reputation.	**High**	- Monthly reporting to Corporate Board and Cabinet on the forecast outturn position to enable prompt management action - Generation of alternative savings and income - Adequate provision through the risk contingency	Corporate Leadership Team / Sheila Little	David Hodge	**High**	Council Overview & Scrutiny Committee - on each agenda Adult Social Care SC: - 30 November 2012 (Budget monitoring) Children & Families SC: - 19 December 2012 (Budget monitoring)
L14	ASC5 CAE17 CSF22	**Future Funding** - Gradual erosion of the council's main sources of funding (council tax and the proposed new method of calculating formula grant) upon which the council is highly dependent and reductions in other funding (for example in relation to academy schools) leads to financial loss, damage to reputation and failure to deliver services.	**High**	- Continued proactive modelling and horizon scanning of the financial implications of local government funding changes and subsequent review of Medium Term Financial Plan (2012-2017) assumptions as relevant - Close working with district and borough colleagues to shape the direction of council tax localisation and business rate retention policies as well as active responses to government consultations - Development of longer-term funding strategy to develop alternative sources of funding - Not withstanding actions above, there is a high risk of central government policy changes impacting on the council's financial position.	Corporate Leadership Team / Sheila Little	David Hodge	**High**	Audit and Governance Committee: - 3 October 2012 (Funding Strategy update) Adult Social Care SC: - 19 September 2012 (Social Care funding) Council Overview & Scrutiny Committee: - 5 December 2012 (Funding Strategy)

Leadership risk register as at 2 January 2013

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L7	CAE12 EAI1,2	**Waste** - Failure to deliver key waste targets (including key waste infrastructure) could lead to negative impact	**High**	- This is a priority issue for the service manager with strong resourcing and project planning in place that is monitored at board level. - Further work with the Districts and Boroughs continue, to review waste plans to achieve the targeted increase in recycling. - Notwithstanding the controls above, there is still a risk that delivery could be delayed by external challenge and levels of recycling are strongly influenced by district and borough collection arrangements which are not within SCC's direct control. Although the council continues to work in partnership to achieve the desired outcome.	Trevor Pugh	John Furey	**High**	Environment & Transport SC: - 1 March 2012 (Waste Partnership)
L11	ASC12 CEO7 CSF18	**Information Governance** - Failure to effectively act upon and embed standards and procedures by the council leads to financial penalties, reputational damage and loss of public trust as a result of enforcement action taken by the Information Commissioner.	**High**	- Secure environment through the Egress encrypted email system - Internal Audit Management Action Plans in place that are monitored by Audit & Governance Committee and Select Committees - Ongoing communications campaign and training - Monitoring of compliance by Quality Board and Governance Panel - Despite the actions above, there is a continued risk of human error that is out of the council's control.	Corporate Leadership Team	Denise Le Gal	**High**	Council Overview & Scrutiny Committee: - Monitored through internal audit reports

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L3	CAC2,5,12 CAE3 CEO3	**Business Continuity, Emergency Planning and the event of industrial action** - Failure to plan, prepare and effectively respond to a known event or major incident results in an inability to deliver key services	**High**	- The Risk and Resilience Steering Group meets regularly to coordinate and lead on strategic resilience planning. - The Council Risk and Resilience Forum reviews, moderates, implements and tests operational plans. -Services have adequate and up to date business continuity plans. - Continued consultation with Unions and regular communication to staff.	Corporate Leadership Team	Kay Hammond	**Medium**	Council Overview & Scrutiny Committee: - date tbc (Business Continuity)
L2	ASC4,9 CAE1,2,16 CAC13 CSF4 EAI4,8	**Fit for the Future** - Failure to deliver major change programmes and drive effective partnership working leads to the organisation not being fit for purpose, an inability to meet efficiency targets, improve performance and drive culture change	**High**	- Delivery of change is tracked at both directorate and Corporate Board level with key indicators included in the Quarterly Business Report to the Cabinet. - Communications, engagement and the STARS programme are designed to respond to identified issues and gaps.	Corporate Leadership Team	Cabinet	**Medium**	Council Overview & Scrutiny Committee: - 14 November 2012 (Procurement Partnership)
L9	ASC11 CAE13 CSF8	**NHS Reorganisation** - The Health and Well Being Board does not provide the necessary whole system leadership to implement the Health and Social Care Act.	**High**	- SCC identified as a National Leader in implementing the Health and Social Care Act. - Transition to new system is being managed well with strong joint leadership arrangements in place	Sarah Mitchell	Michael Gosling	**Medium**	Health Scrutiny Committee: - 15 November 2012 (NHS Surrey)

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L4	CAE5,7	**IT systems** - major breakdown and disruption of systems leads to an inability to deliver key services	**High**	- Additional resilience has been brought about by the go-live of the Primary and Secondary Data Centres. - Design and implementation of a new 64 bit Citrix farm is in progress that will bring resilience and performance enhancements. - Work in progress to increase the performance of login/logout times. - UNICORN Network is fully on track for completion by the end of March 2013.	Julie Fisher	Denise Le Gal	**Medium**	Council Overview & Scrutiny Committee: - 16 May 2012 (IT rollout update)
L5	ASC7,16 CSF6,16	**Safeguarding** - avoidable failure in Children's and/or Adults care leads to serious harm or death	**High**	- Appropriate and timely interventions by well recruited, trained, supervised and managed professionals, with robust quality assurance and prompt action to address any identified failings.	Sarah Mitchell / Caroline Budden	Michael Gosling/ Mary Angell	**Medium**	Children & Families Select Committee and Adult Social Care Committee: - on each agenda

Key to references:

ASC = Adult Social Care
CAC = Customers and Communities
CAE = Change and Efficiency
CEO = Chief Executive's Office
CSF = Children, Schools and Families
EAI = Environment and Infrastructure

Movement of risks

Ref	Risk	Date added	Residual risk level when added	Movement		Current residual risk level
L1	Medium Term Financial Plan	Aug 12	High	-	-	High
L2	Fit for the Future	May 10	High	Jan 12	⇩	Medium
L3	Business Continuity and Emergency Management	May 10	Medium	Aug 12	⇩	Medium
L4	IT systems	May 10	Medium	-	-	Medium
L5	Safeguarding	May 10	Medium	-	-	Medium
L6	*Resource Allocation System in adults personalisation*	*May 10*	-	*Aug 12*	*	-
L7	Waste	May 10	High	-	-	High
L8	*Integrated Childrens System*	*May 10*	-	*Feb 11*	*	-
L9	NHS reorganisation	Sep 10	High	Jan 12	⇩	Medium
L10	*2012 project management*	*Sep 10*	-	*Aug 12*	*	-
L11	Information governance	Dec 10	High	-	-	High
L12	*LLDD budget transfer*	*May 11*	-	*Mar 12*	*	-
L13	*2012 command, control, coordination and communication*	*Dec 11*	-	*Sep 12*	*	-
L14	Future funding	Aug 12	High	-	-	High

* Removed from the risk register