

Corporate Risk Register (as at December 2015)

Appendix 3

Business Unit	Risk Ref	Risk Details	Review Date	Current Risk Level	Controlled Risk Level
RM - Corporate Health & Safety	H&S0021	Failure to identify hazards and manage health & safety risks appropriately could lead to staff and others being put at risk of harm, resulting in action by the enforcement authorities, litigation, civil claims, financial losses, and serious reputational damage.	30/03/2016	Medium	Low
RM - Scrutiny & Monitoring	RMSM0012	Failure by the Council to implement the appropriate controls to prevent, detect, deter or respond to fraud, could lead to financial loss, resulting in criticism from the External Auditor, and damage to reputation.	04/03/2016	High	Medium
RM - Finance	RMSF0019	Failure to identify and deliver sufficient savings to offset the significant grant reductions imposed by the Government together with service cost pressures could lead to an unsustainable budget position, resulting in a detrimental impact on Local Government's resources.	15/03/2016	High	Medium
RM - Finance	RMSF0020	Failure by the Borough/District Councils to collect Business Rates and Council Tax in line with their assumptions and with higher levels of business rate appeals, could lead to a shortfall in income (to be made good by further savings), resulting in less funds being available.	15/03/2016	Medium	Medium
RM - HR	RMSHR0007	Failure to change the Council's organisational culture could limit its people ability to design and deliver a new model for public services within Suffolk, leading to a negative impact on the achievement of the Council's priorities.	09/12/2015	Medium	Medium

Business Unit	Risk Ref	Risk Details	Review Date	Current Risk Level	Controlled Risk Level
RM - HR	RMSHR0005	Industrial action by staff could result in loss of service provision, e.g. school closures and withdrawal of labour across all parts of the Council, leading to damaging consequences for the Council.	22/01/2016	Medium	Low
RM - Corporate Property	RMPY0053	The failure of 3rd party divestees could lead to properties possibly being returned to the Council, resulting in unplanned property costs.	09/12/2015	Medium	Low
RM - IT Service	RMICT0018	The lack of a disaster recovery site, with all systems hosted in Endeavour House and the Data Centre in Constantine House car park, could lead to risks to the integrity and availability of council information and services.	15/12/2015	Medium	Medium
RM - Procurement & Contract Management	RMPR0023	A skills and knowledge gap in contract management could lead to poor supplier performance management, specifically on major divestment and outsourcing contracts, resulting in reduced savings, possible over charging and/or possible service failure of supplier without advance warning.	29/12/2015	Medium	Medium
RM - Procurement & Contract Management	RMPR0026	Failure of a business critical supplier could lead to the inability to provide a statutory service for users resulting in a failure to fulfil the Council's statutory obligations, financial loss, possible legal challenge and reputational damage.	01/05/2016	Medium	Medium
RM - Communications & Marketing	RMCM0006	Inappropriate dialogue/information being given out in external communications could result in reputational damage to Suffolk County Council.	05/01/2016	Medium	Medium

Business Unit	Risk Ref	Risk Details	Review Date	Current Risk Level	Controlled Risk Level
RM - Business Development	RMPP0019	The current financial climate coupled with the ensuing harsh economic environment could result in the Council making decisions which adversely affect protected groups, with damaging consequences for the Council's reputation.	20/01/2016	Very High	High
RM - Business Development	RMPP0020	Failure of the various initiatives undertaken by the Council under the banner of 'Localism and Our Place', to promote resilience in communities and reduce demands for services, could adversely impact the achievement of the Council's savings target.	20/01/2016	Very High	Medium
RM - Business Development	RMPP0021	Failure of the 'Better Broadband for Suffolk' project to deliver superfast broadband across Suffolk could damage the Council's reputation and lead to an adverse impact on the Council's economic growth aspirations.	20/01/2016	High	Medium
RM - Business Development	RMPP0022	Failure to effectively manage the Corporate Transformation Portfolio and deliver its objectives could have a detrimental impact on the Council's ability to balance its budget.	07/03/2016	Medium	Medium
RM - Business Development	RMPP0024	If devolution fails to deliver the local freedoms, flexibility and finance needed to generate growth and reform public services, this could impact detrimentally on the people of Suffolk.	20/01/2016	Very High	Medium
RM - Strategic Development	ET0060	Failure to secure funding from the Local Growth Fund or local financial contributions could lead to a lack of investment in infrastructure, resulting in the Council's contributions for improvement to the County's transport infrastructure not being realised.	04/05/2016	High	Medium

Business Unit	Risk Ref	Risk Details	Review Date	Current Risk Level	Controlled Risk Level
RM - Strategic Development	ET0058	Failure to secure funding from the Local Growth Fund could mean that Suffolk does not receive the investment in its economic infrastructure, skills, innovation and enterprise support necessary to achieve predicted growth in GVA (Gross Value Added), business start-ups and jobs, as set out in the Suffolk Growth Strategy and New Anglia LEP's Strategic Economic Plan.	07/03/2016	Medium	Medium
RM - Infrastructure & Waste	WAS0062	Substantial increases in the cost of the County Council's duty to dispose of domestic waste and/or failure to achieve savings through the Energy from Waste facility or Waste Savings Programme could quickly add up to £1million or even as much as £3m in exceptional circumstances.	26/02/2016	Medium	Low
ACS	AC0069	The introduction of Welfare Reform could see the County Council experience an increase in referrals for support, resulting in a negative impact on current Care Purchasing Budgets and a loss of income to the Council.	25/12/2015	Medium	Medium
ACS	AC0073	Failure to achieve savings above existing QIPP (Quality, Innovation, Productivity and Prevention) programme savings through joint working across Suffolk's health and social care system could result in less funding than planned, preventing a flow of funding to Adult and Community Services to support spending on social care.	05/02/2016	High	High
ACS	AC0081	As the UK accepts asylum applications from some of the most vulnerable Syrian refugees this could cause additional financial pressures on ACS care purchasing budgets, translation and interpreting services resulting in increased pressure on our budgets, staffing and on Local Welfare Assistance Budget.	24/12/2015	Medium	Medium

Business Unit	Risk Ref	Risk Details	Review Date	Current Risk Level	Controlled Risk Level
ACS	AC0082	Insufficient capacity in the homecare market to meet all social care and continuing health care (CHC) demand could lead to people staying in hospital, Homefirst (with the loss of re-ablement) or at home longer without care, leading to increased customer frailty, increased demand, failure to make planned savings, and a high risk for the County Council's reputation.	08/01/2016	High	Medium
ACS	AC0083	National legislation around the Living Wage will come into force in April 2016 which will impact on revenue costs and provider costs leading to an overall increase in the costs of care. Combined with the expected increase in demand this could mean that maintaining the current level of service could become unsustainable if central government does not adequately recompense local authorities for this additional cost pressure.	05/02/2016	Very High	Medium
ACS	AC0084	If the Government fails to adequately recognise additional cost pressures affecting local government in the financial settlement (e.g. Living Wage, Independent Living Fund transfer to local government, Deprivation of Liberty costs and cost associated with the Winterbourne Review), this could result in additional cost pressures resulting in a negative impact on the delivery of current services.	05/02/2016	High	Medium
CYP	CY0055	There is a risk that the Syrian refugee crisis will lead to increased demand on a range of children's services. The impact would be additional costs that are not mitigated by the Government's compensation rates. The result would be long-term cost pressures on CYP budgets.	21/12/2015	High	Awaiting score

Business Unit	Risk Ref	Risk Details	Review Date	Current Risk Level	Controlled Risk Level
CYP	CY0039	There is a risk that reduced grant funding for local authorities could lead to significant cuts in children's services, the result being service reductions and worse outcomes for children.	05/12/2015	High	Awaiting score
CYP	CY0040	There is a risk that education standards do not increase sufficiently leading to poorer outcomes for children and reputational damage to the County Council.	23/12/2015	Medium	Awaiting score
CYP	CY0041	There is a risk that partners cut their services or commission in silos leading to fragmentation and increased demand for our services, with the result of significant cost pressures on children and young people's services.	05/12/2015	Medium	Awaiting score
CYP	CY0043	There is a risk that Inspection of CYP services judges us as inadequate leading to turbulence, low staff engagement, worse productivity, £10m to £15m consultancy costs and poorer outcomes.	17/01/2016	Medium	Awaiting score
CYP	CY0044	There is a risk that our participation and youth employment strategies do not deliver the expected improvements, the result being continued high levels of young people who are either NEET (not in education, employment or training) or unemployed and reputational damage.	05/01/2016	Medium	Awaiting score
CYP	CY0045	There is a risk that we fail to develop and maintain safeguarding systems to ensure that children are protected leading to failures in care and serious harm to children.	17/01/2016	Medium	Medium
CYP	CY0049	There is a risk that we fail to manage school places accurately leading to higher cost, reputational damage and poor outcomes.	02/12/2015	Low	Awaiting score

Business Unit	Risk Ref	Risk Details	Review Date	Current Risk Level	Controlled Risk Level
CYP	CY0050	There is a risk that the School Organisation Review is not completed in line with requirements leading to compromised reputation of the council and negative impact on our ambition to raise attainment and have a coherent education system.	23/12/2015	Low	Awaiting score
CYP	CY0052	There is a risk that increasing numbers of pupils means we cannot provide suitable local schools for them all leading to reputational damage and poor educational outcomes.	02/12/2015	Low	Awaiting score
CYP	CY0053	There is a risk that we are not able to attract or retain key skills in Children & Young People's Services leading to lower productivity, engagement and ultimately a lower quality of service.	05/12/2015	Low	Awaiting score
PH&P - Fire & Rescue Service	PPFR0048	Industrial action by members of Fire & Rescue Service related represented bodies could result in the Council being unable to meet its statutory responsibilities as set out in the Fire and Rescue Service's Act and associated legislation and regulation.	20/01/2016	Medium	Medium
PH&P - Public Health	PH0022	Lack of clarity regarding the functional and financial accountability associated with protecting the health of the population, could result in increased cost and failure to achieve the expected health outcomes for the Suffolk population.	14/01/2016	High	Low
PH&P - Public Health	PH0023	If the resources available post-April 2013 are inadequate to meet the expectations of the NHS for Public Health Specialist support, this could have a negative impact on the quality of service delivery.	06/01/2016	Medium	Medium

