

							Current Risk Score			Risk Response; <i>Tolerance Treat Terminate Transfer</i>		Residual Risk			Action Owner / (Date)	Action Complete (Yes or No)
Dept.	Risk #	Risk	Causes (s)	Consequences (s)	Risk Owner	List of current controls	I	L	Risk Score		Further Actions / Additional Controls	I	L	Risk Score		
1. Medium Term Financial Strategy (MTFS)																
All	1.1	Risk around the MTFS including the ability to deliver savings through Service Redesign/ Transformation as required in the MTFS, impact of the living wage and other demand and cost pressures	<ul style="list-style-type: none">Reducing government fundingIncreased demand for the most vulnerable continues to increase: Adult Social Care / CYPsSignificant efficiencies/savings already realised and implemented thereby making it increasingly difficult to deliver unidentified savings	<u>Service Delivery</u> <ul style="list-style-type: none">Negative impact on all services as further service cuts will be required to reduce deficit <u>Reputation</u> <ul style="list-style-type: none">Significant impact on reputation exacerbated by the need for quick and potentially crude savings if a more considered approach not adopted <u>Financial</u> <ul style="list-style-type: none">Loss of incomeRestricted funding from other sources	Chief Executive/ All Directors	<ul style="list-style-type: none">MTFS approvedPublic consultation undertakenMonitoring processes in place at both departmental and corporate levelSettlement reviewed and MTFS updatedProgress with savings monitored and reported to Scrutiny Commission regularlyImprovement to Transformation programme including governance	5	5	25	Treat	<ul style="list-style-type: none">Further investigation of living wage costs and offsetting actionsFurther investigations of the children's placements overspendGreater emphasis on commissioning, active communities and demand managementReview MTFS assumptionsReview savings due to the possibility of front loading funding reductions in 2016/17 and 2017/18 <u>Transformation Programme</u> <ul style="list-style-type: none">Review of Programme Design to be undertaken in	5	5	25	Chief Executive / All	

APPENDIX A

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			projects	could direct LCC to close the school. <u>Financial</u> <ul style="list-style-type: none">• Demand on limited Dedicated School Grant (revenue) resources• Diversion of capital funding from other schools• If schools close there will be a negative impact on the transport budget as the LA will have to transport children to other schools.												
CE	1.3	Funding and reputation risks: CIL Regulations (1 April 2015) are now in force which restrict the pooling of section 106 contributions	<ul style="list-style-type: none">• No CIL in place by District Councils Regulations now in force (6th April 2015)	<u>Financial</u> <ul style="list-style-type: none">• Failure to secure funds putting LCC at financial risk <u>Reputation</u> <ul style="list-style-type: none">• Possible need for challenge / defend challenge in high court	County Solicitor/ Head of Planning, Historic & Natural Environment	<ul style="list-style-type: none">• Agreed positions established with District Councils	5	4	20	Treat	<ul style="list-style-type: none">• Analyse data of s106 contributions since 2010• Re Categorisation and agreement reached with LPAs	5	3	15	Head of Planning, Historic & Natural Environment (on going)	
CR	1.4	The cost arising	<ul style="list-style-type: none">• Latest estimates	<u>Reputation</u> <ul style="list-style-type: none">• Amounts involved are	Assistant Director –	<ul style="list-style-type: none">• Detailed review of MMI claims	4	4	16		<ul style="list-style-type: none">• Fund audit due this year to establish if	4	4	16		

		from uninsured risks increases	<p>from MMI indicate an increasing liability</p> <ul style="list-style-type: none"> Proposed settlement from the Independent only 15p per £1 of claims Independent insurance company close to agreement, which means LCC will be effectively self-insured for new claims in this period 	large and LCC is currently the MMI's largest creditor (£2.2m)	Strategic Finance & Property/ Finance Manager	<p>undertaken before payments made</p> <ul style="list-style-type: none"> Significant uninsured loss fund created has been increased (£2.2m) using 14/15 underspend to mitigate against the consequences MMI and similar situations Risk management work continues to minimise claim numbers, education to departments regarding maintenance of controls New process for checking insurance cover for high risk Property contracts Academies only expected to be insured by LCC or FA scheme in future Deductible increased to £250k to reduce premiums 			Treat	<p>reserve holding is sufficient and deductible level appropriate</p> <ul style="list-style-type: none"> Review reserve levels in light of future claims 			Assistant Director – Strategic Finance & Property / Finance Manager December 2015	
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						payable										
C&FS	1.5	Significant pressures on the children's social care placement budget, which fund the care of vulnerable children.	<ul style="list-style-type: none"> High cost placements increasing especially in relation to behaviour & CSE issues 	<ul style="list-style-type: none"> <u>Financial</u> High cost and overspending of budget 	Assistant Director-Children's Social Care	<ul style="list-style-type: none"> T3 Project being closely performance managed by Departmental Transformation Board Placements Commissioning Board established Weekly tracking of admissions and discharges of Children in Care Working with Impower to increase foster carer numbers 	3	5	15	Treat	<ul style="list-style-type: none"> T3 placement commissioning strategy is in progress Cohorts of children being targeted for lower cost measures Changed decision making processes to be put in place Monthly high level DMT reviews to be introduced 	3	5	15	Assistant Director-Children's Social Care	December 2015
2. Health & Social Care Integration																
A&C	2.1	Care Act - Phase 2 financial risk for funding received for 15/16 and beyond. (Total funding for Phase 1 and Phase 2 -	<ul style="list-style-type: none"> Care Act Phase 2 implementation delayed by Ministers until April 2020. Funding allocation isn't specific to Phase 2, whether some of this will be taken back is unclear. 	<ul style="list-style-type: none"> Uncertainty about what claw-back if any in 15/16. Uncertainty if there will be a reduction of Care Act Allocation in 16/17. Project and staffing resources funded from this funding stream, - continued affordability which will impact department/operational teams. Impact on staff and staffing number – potential redundancies. 	Assistant Director – Promoting Independence	<ul style="list-style-type: none"> Significant use of fixed term contracts. Recruitment now ceased. 	4	5	20	Treat	<ul style="list-style-type: none"> Staffing being reviewed for the savings to be made if funding withdrawn. Mitigate redundancies through usual Council Policies. 	3	5	15	Assistant Director – Promoting Independence	December 2015

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			<p>financial plan/assumptions for delivering the programme</p> <ul style="list-style-type: none"> • The savings from BCT are not achieved, leading to gaps in the financial plan/assumptions for delivering the programme. • A notional figure of £5m impact on ASC has been highlighted within the Strategic Outline Case. <p><u>People</u></p> <ul style="list-style-type: none"> • Partners are unable to provide sufficient staffing resource to deliver the programme leading to failure to deliver at the required pace and scale • Lack of LLR integrated workforce plans <p><u>Reputational</u></p> <ul style="list-style-type: none"> • The communication and engagement plan for BCT is ineffective leading to lack of public 	<p>work is in progress led by the BCT programme office on the bed reconfiguration proposals</p> <ul style="list-style-type: none"> • BCT update included in all-member briefings on a regular basis. • BCT reports to HWBB and Cabinet approving the 5 year plan and the Strategic Outline Case. • BCT Scheme of Delegation has been shared with the council for comment, feedback given. • Social care/prevention strategies for each LA have been drafted to inform the BCT delivery plan .The Chief Executive, (Rutland County Council, SRO, Social Care), are being consolidated by into one 		<p>BCT programme is currently developing an outcome and milestones document which will set out the detail of delivery plans for the next 12-18 months.</p> <ul style="list-style-type: none"> • Public consultation planned in the Autumn to be led by the BCT programme. 			
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CR	3.1	The County Council's services have a growing dependence on ICT systems and infrastructure. Hence maintaining ICT systems and having the ability to restore services quickly and effectively in the event of an outage is vital.	<ul style="list-style-type: none"> Business evolution and dependencies cause additional load and complexity on existing infrastructure, reducing resilience to failure. Current data centre reaching end of life 	<p><u>Service Delivery</u></p> <ul style="list-style-type: none"> Unable to deliver critical services Disruption to day to day operations Loss of key information Loss of self-service customer facing options / Public unable to use all access channel <p><u>People</u></p> <ul style="list-style-type: none"> Alternate business continuity arrangements likely to result in backlogs of work <p><u>Reputation</u></p> <ul style="list-style-type: none"> Negative stories in press Key partners impacted may influence contract renewal <p><u>Financial</u></p> <ul style="list-style-type: none"> Potential penalties Additional costs related to internal and external recovery 	Assistant Director – Information & Technology / Assistant Director – Customer Services & Operations	<ul style="list-style-type: none"> DR testing done on all critical systems and integration of critical systems (technical tests) DR testing scenarios can be easily created using isolated bubble e.g. by service without impacting live environment Romulus court recovery can now recover a service at RC in minutes Host server down can now automatically reallocate its services to another server in minutes Property provide power resiliency – recent updates to testing generators Critical system list signed off by Corporate Resiliency. Built into service desk and DR recovery processes Service BC plans developed for all 	5	3	15	Treat	<ul style="list-style-type: none"> Continue review of current plans to ascertain gaps, to put forward improvement proposals Notification of all planned changes that may impact infrastructure Data Centre replacement project underway Completion of first year of planned DR test DR tests need Corporate Resiliency Group input and input from Strategic DR plan owner (Kevin Turner) via DR working group Server virtualisation programme 95% complete 	4	3	12	Design & Commissioning Manager December 2015 Assistant Director – Information & Technology & Assistant Director – Customer Services & Operations April 2016
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						critical services.											
CR	3.2	The responsibility to protect the confidentiality, integrity, availability and accountability of information means there is a continuing risk of failure of information security.	<ul style="list-style-type: none">Increased information sharingIncreased demand for flexible working increases vulnerability of personal, sensitive data taken offsite.More hosted technology servicesGreater emphasis on publication of data and transparencyGreater awareness of information rights by service usersIncreased demand to open up access to personal sensitive data and information to support integration of	<p><u>Service Delivery</u></p> <ul style="list-style-type: none">Diminished public trust in ability of Council to provide servicesFailure to comply with Public Service Network (PSN) Code of Connection standard would result in the Council being disconnected from PSN services, with possible impact on delivery of some vital services. <p><u>People</u></p> <ul style="list-style-type: none">Loss of confidential information compromising service user safety <p><u>Reputation</u></p> <ul style="list-style-type: none">Damage to LCC reputation <p><u>Financial</u></p> <ul style="list-style-type: none">Financial penalties	Director – Corporate Resources & Transformation/ Assistant Director – Information & Technology	<ul style="list-style-type: none">New, simplified Information Security and Acceptable Use policy signed offPSN compliance achievedRegular penetration testing and enhanced IT health checks in placeImproved guidance about data transfer toolsSimplified Security and Acceptable Use Policy approvedCommunication plan re information securityMobile device management implemented	4	4	16	Treat	<ul style="list-style-type: none">New security governance arrangements to be introducedPSN compliance requirements built into BAUActions from external tests build into BAUPersonal responsibility for information security to be built into new staff terms and conditionsOngoing implementation of relevant policies	4	3	12	Assistant Director – Information & Technology Sept 2015 Head of ICT Operations Sept 2015		

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			predictions for growth (and decline) For e.g. Waste	number of data sets required under the Transparency Agenda <u>Financial</u> • Risk of litigation/judicial review												
All	3.4	Insufficient capacity to provide Information & Technology solutions to support major change projects	<ul style="list-style-type: none"> Imbalance of IT resources versus IT requirements Demand outweighs supply Loss of knowledge and lack of continuity as a result of staff turnover and/or inadequate investment in skills and competencies Difficulties in recruitment and retention 	<u>Service Delivery</u> <ul style="list-style-type: none"> Departmental and corporate objectives not met or delayed Delays to project delivery <u>Financial</u> <ul style="list-style-type: none"> Failure to support delivery of efficiency programme and ICT replacement projects 	Director – Corporate Resources & Transformation/ Assistant Director – Information & Technology	<ul style="list-style-type: none"> I&T work programme provides forward visibility of demand Use of external contractors to fill specific skills gaps Analysis of likely future demand Improved forward planning through implementation of JIRA Identification of key skills and workforce plan to retain, develop and recruit 	4	4	16	Treat	<ul style="list-style-type: none"> Implementation of Information and Technology Strategy Development of demand management approaches 	4	4	16	Assistant Director – Information & Technology April 2016	
C&FS	3.5	Breach of Data Protection Act - retention of files longer	Decommissioning of Adult Case management System (SSIS) C&F Management Team has	<u>Service Delivery</u> <ul style="list-style-type: none"> Service delivery adversely affected by out of date data <u>People</u>	Assistant Director – Commissioning & Development / Head of	<ul style="list-style-type: none"> Legal Services' view is that any fines for not retaining data when it should be retained for example in 	4	4	16	Tolerate	<ul style="list-style-type: none"> Review policy annually to see if position has changed 	4	4	16	Assistant Director – Commissioning	

		than required	accepted advice from Legal Services to retain all data recorded on the former case management system (SSIS), as it is not practical to physically go through thousands of children's records on the system and make a judgement on what should or should not be retained, given the limited resource of staff that are 'qualified' to make such decisions.	<ul style="list-style-type: none">Details of Vulnerable people at risk of disclosure <u>Reputation</u> <ul style="list-style-type: none">Potential adverse media attention and public lack of confidence <u>Financial</u> <ul style="list-style-type: none">Potential financial penalties	Strategy – Business Support	litigation, would be greater than if data is kept securely for longer than legally required. <ul style="list-style-type: none">Data securely held									oning & Developm ent / Head of Strategy – Business Support	October 2015	
4. Transportation																	
E&T	4.1	Impact of an increase in unplanned and speculative local developm	<ul style="list-style-type: none">National and local housing shortage Government impetus to build new homesLack of 5 year housing	<u>Service Delivery</u> <ul style="list-style-type: none">Significant increase in both the number and complexity of planning applications receivedIncrease in the number of appeals	Director – Environment & Transport	<ul style="list-style-type: none">Working with district councils to help identify, prioritise and program work to establish housing plans.Additional expertise	3	5	15		<ul style="list-style-type: none">Continue to assist districts in formulation of planning documents to predict county wide housing requirementsIdentify pinch points on transport network early to begin design	3	3	9	Head of Service		

		ents to address the shortfall in the 5 year housing supply which could have an adverse impact on the functionin g of the transport network.	<ul style="list-style-type: none"> supply District level plans not in place Pressure on districts for early determination of planning applications Increased developer 'know-how' Shortage of expert resources 	<ul style="list-style-type: none"> Negative impact on other core LCC strategies (LTP3) <p><u>People</u></p> <ul style="list-style-type: none"> Undue pressure on staff as expert and specific knowledge required Safety issues/congestion/ accidents for residents if schemes not properly planned and approved <p><u>Reputation</u></p> <ul style="list-style-type: none"> Difficulties to maintain reputation of being a quality and fair Highways Authority Developments in the wrong location <p><u>Financial</u></p> <ul style="list-style-type: none"> Increase in legal costs Loss of developer contribution Public funds needed to address impact of developers 		resource recruited				Treat	<ul style="list-style-type: none"> work on potential schemes so that they can be later funded by developers in appropriate circumstances Review of planning responses across the authority 				Transport Policy & Strategy, Head of Planning, Historic & Natural Environm ent Ongoing	
5. Partnership Working																
C & F S	5.1	Improved outcomes and financial benefits of	<ul style="list-style-type: none"> New phase two outcomes frameworks requires large data 	<p><u>Service Delivery</u></p> <ul style="list-style-type: none"> Reduction in families supported Increase in reactive 	Director – Children & Family Services / Assistant	<ul style="list-style-type: none"> Data project underway to increase provision, quality and from a range 	5	3	15		<ul style="list-style-type: none"> Measuring outcomes to demonstrate reduced demand. Cost benefits 	5	3	15		

		Supporting Leicestershire Families (SLF) are not achieved, leading to inability to financially sustain the SLF service beyond 2015/16	collection <ul style="list-style-type: none"> New framework includes much broader measures to achieve in order to pull down TFU monies 	service demand <p><u>People</u></p> <ul style="list-style-type: none"> Families and individuals do not achieve their potential <p><u>Reputation</u></p> <ul style="list-style-type: none"> Loss of confidence in place based solutions <p><u>Financial</u></p> <ul style="list-style-type: none"> Related services unable to reduce budgets if demand not decreased 	Director-Children's Social Care	of services <ul style="list-style-type: none"> Training for workers to achieve optimum outcomes with families at earliest opportunity Leicestershire has now completed phase one of PBR and pulled down additional funding into the pooled budget SLF Service is now fully up and running and merged into C&F Services Whole family working is being rolled out across a range of Services 				Treat	analysis to be shared with partners to progress further conversation around future funding <ul style="list-style-type: none"> Discussions with partner organisation to secure ongoing funding Leicestershire to enter PBR phase two early therefore enabling us to draw down additional money into the pooled budget 				Assistant Director-Children's Social Care / Head of Supporting Leicestershire Families	October 2015
E&T	5.2	Insufficient /unknown funding for transport schemes to deliver economic growth and LTP3/Strategic Plan	<ul style="list-style-type: none"> Changes to local and national funding streams (i.e. SEP) Lack of available match funding Lack of / insufficient future plan 	Service Delivery, People and Reputation <ul style="list-style-type: none"> A transport system that does not support population and economic growth, LTP3/Strategic Plan <p><u>Financial</u></p> <ul style="list-style-type: none"> Major impact on funding sources 	Director – Environment & Transport	<ul style="list-style-type: none"> Fed into MTFS / LLEP / SEP processes Development of Enabling growth action plan Engagement with centre and LLEP to develop more coherent working relationships Working with 	5	4	20	Treat	<ul style="list-style-type: none"> Continued engagement with centre and LLEP to develop more coherent working relationships Continue to work with SCG, Leicester and Leicestershire Transport Advisory Group and Leicester City to increase the prominence of 	4	3	12	Director – Environment & Transport	Ongoing

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All	6.1	The Authority does not obtain the required value and level of performance from its providers /suppliers	<ul style="list-style-type: none"> Lack of robust contract management /performance measures for in-house services Robustness of supply chain Reduced funding and resources Staff turnover leading to lack of continuity in contract management Insufficient investment in contract management skills and competencies 	<p><u>Service Delivery</u></p> <ul style="list-style-type: none"> Business disruption due to cost and time to re-tender the contract Standards/quality not met resulting in reduced customer satisfaction Relationships with providers/suppliers deteriorate <p><u>People</u></p> <ul style="list-style-type: none"> Additional workload where disputes arise <p><u>Reputation</u></p> <ul style="list-style-type: none"> Customer complaints <p><u>Financial</u></p> <ul style="list-style-type: none"> VfM/ Efficiencies not achieved Increased costs as LCC has to pick up the service again Unfunded financial exposure (MMI) 	Director – Corporate Resources & Transformation / Assistant Director – Corporate Services & Transformation	<ul style="list-style-type: none"> The performance of the Authority's 23 'top' contracts is monitored on a quarterly basis to ensure that a robust approach is taken to managing performance. Departmental and Corporate CCB ensure that sufficient consideration is given to contract and relationship management; and to managing liabilities at the outset of the procurement. 	5	3	15	Treat	<ul style="list-style-type: none"> Approach to Supplier continuity assurance (based on plans for business critical services) underway Contract Management Toolkit and training interventions being developed as part of the Effective Commissioning Enabler (Transformation Programme) Roll out of e-tendering to help make contract KPI's and management more visible. Commissioning support model is being developed with specific focus on establishing a contract management function to help strengthen arrangements. New Commissioning & Procurement Strategy identified range of additional measures to be implemented 	4	3	12	Head of Commissioning and Procurement Support September 2015	
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Department

A&C = Adults & Communities
CE = Chief Executives
CR = Corporate Resources

E&T = Environment and Transport
PH = Public Health
All = Consolidated risk