

**Report to:** Audit, Best Value and Community Services Scrutiny Committee  
**Date:** 1 September 2011  
**By:** Director of Corporate Resources  
**Title of report:** Risk Management Annual Report 2011  
**Purpose of report:** To update the Committee of the developments in Risk Management in the past 12 months and proposed actions for the next 12 months.

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**The Committee is recommended to note:**

- the developments in risk management in the last 12 months;
  - changes to the Strategic Risk Log and
  - the proposed actions set out in Section 6.
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## **1. Financial Implications**

1.1 There are no direct additional financial implications resulting from this report. However, there are significant financial implications that could arise from a failure to operate a sound system of risk management.

## **2 Introduction**

2.1 The purpose of risk management is not to remove all risk, rather it is to ensure that risks are identified, analysed and managed in order to ensure that the council can successfully achieve its objectives and fulfil its obligations, while providing an appropriate level of service and leadership to the community.

## **3 Developments in Risk Management over the past 12 months**

3.1 The Strategic Risk Log, which represents the Corporate Level Risks and key Departmental level risks, has been reported to the Chief Officers Management Team (COMT), Cabinet and Audit and Best Value Scrutiny Committee on a regular basis to ensure an awareness of the changing risk profile facing the council. COMT also considers risk issues when considering forward plans.

3.2 Risks faced by individual schools are unlikely to impact on the council's Strategic Risk register, although they can have the potential to create a significant reputational and financial risk for the council or for an individual school. Therefore, a risk ranking exercise of all East Sussex schools was commenced in 2009. This 2 year project involved a survey of all schools being undertaken by the council's property insurer, Zurich Municipal, specifically relating to property damage, health and safety issues, security, visitor access, and information security. These surveys were completed in 2011 and each school surveyed has received a detailed, individual report identifying risks in the various categories and providing risk improvement advice.

3.3 The council's Risk Management Strategy was reviewed and updated to ensure that it is able to address the council's changing risk profile. The new strategy (2011 – 2014) was agreed by Cabinet in March 2011.

3.4 In conjunction with the Internal Audit section, advice was issued to all Departments relating to the use of risk management methodology as a tool to assist the Service Review process. This advice was supported by holding meetings with all Departmental Performance Assistant Directors and by providing risk management training to internal auditors to facilitate their future audit and support of the Service Review process.

3.5 The risk management budget supported several risk improvement initiatives across various council services, including additional security fencing, CCTV installation and lighting at several school locations, and provision of some ITC security items.

3.6 The extreme weather conditions experience between winter 2009 / 2010 were repeated in winter 2010 / 2011 and again led to a large increase in the number of Highways related vehicle damage claims received by the council. However, the system review undertaken follow the first winter enabled these claims to be handled more efficiently, reducing undue delays for claimants and allowing claims to be defended more efficiently.

#### **4 Strategic Risk**

4.1 COMT has reviewed the Strategic Risks for 2011 / 2012. A copy of the Strategic Risk Log is attached (Appendix 1). Alterations made since the Strategic Risk Log last appeared before the Committee in March 2011 are marked with a star (\*). These consist of rescoring and minor alterations to mitigation actions. The Strategic Risk Log contains no newly identified risks for this review

#### **5 Examples of Risks captured at Departmental level.**

5.1 Appendices 2 to 6 show some examples of risks captured at Departmental and Divisional levels. These risks are appropriately mitigated and therefore it is not considered necessary to escalate them to the Corporate Risk level. These risks are just a small sample chosen to illustrate the type of risk management activity being undertaken below the Corporate level, showing risks identified and mitigation actions taken.

#### **6 Issues to be addressed and future improvements.**

6.1 Continued support will be provided to Departmental Risk Co-ordinators in relation to embedding sound risk management practices within the procedures of all Departments. To facilitate this, 'one to one' meetings will continue to be held with all Departmental risk co-ordinators.

6.2 The schools risk ranking surveying exercise commenced in 2009 (see 3.2 above) was completed in 2011. The final data set / report has now been received. This report will be analysed to identify not only areas of risk improvement but also examples of best practice which can be shared with other schools. Where appropriate, funds will be made available from the risk management budget to support risk improvement initiatives within schools.

6.3 Risk Management training is an essential tool to ensure that risk management practice and procedures are fully understood and embedded within the culture of the council. Relevant training has recently been provided to Internal Auditors (see 3.4 above). It is intended that this training will be developed via an e-learning package to support managers in relation to the identification and management of risks, both to reduce threat and to enhance opportunity in relation to service delivery.

6.4 The Contractors Insurance Top-Up facility has been developed over the past year in conjunction with the council's retained Insurance brokers, Jardine Lloyd Thompson. This is a new insurance product developed at East Sussex County Council and is intended to ensure that contractors who provide services directly to children and schools have appropriate levels of public liability insurance in place to meet the council's contract requirements. This facility will enable local small to medium size organisations to provide these services where they previously may have failed to meet the insurance related contractual requirements. This scheme is scheduled to launch in September 2011 for school related contracts.

SEAN NOLAN  
Director of Corporate Resources

Contact Officer: Rawdon Phillips, Insurance & Risk Manager. 01273 481593

Local Members: All

Background Documents: none

## New and Revised Strategic Risk Log for 2011/12

## Appendix 1

	KEY THEME AREAS	LIKELIHOOD 1 = Low 4 = High	IMPACT 1 = Low 4 = High	LEAD COORDINATING OFFICER ON BEHALF OF COMT	NEW or Revised '*'
1.	Failure to effectively manage staffing implications of budget reductions.	3	3	Simon Hughes	
	<p><b><u>Mitigating Actions</u></b></p> <ul style="list-style-type: none"> <li>• Use of HRMB to provide overview of HR aspects of the implementation process</li> <li>• Regular reporting to COMT on progress and issues arising</li> <li>• Introduction of new techniques to ensure there is a good understanding of the current state of staff morale and motivation</li> </ul>				
2.	Failure to implement effectively key departmental restructuring exercises (as well as ensuring a sound response to 'single status', and equal pay issues).	2	3	Simon Hughes (relevant department lead)	*
	<p><b><u>Mitigating Actions</u></b></p> <ul style="list-style-type: none"> <li>• Implement options to achieve completion of Single Status. Negotiations with Unions now underway.</li> <li>• Provide appropriate training and implementation of quality assurance mechanisms for personnel case workers on current legal requirements</li> <li>• Provide briefing sessions and training programmes for managers, headteachers and governors</li> <li>• Mediation now successfully implemented as a first step to resolve workplace disputes</li> </ul>				
3.	Failure to meet the ongoing challenge of improving performance in the context of rising expectations, uncertain resources, efficiency expectations and the tension between vulnerable and universal services.	3	4	Becky Shaw	

	KEY THEME AREAS	LIKELIHOOD 1 = Low 4 = High	IMPACT 1 = Low 4 = High	LEAD COORDINATING OFFICER ON BEHALF OF COMT	NEW or Revised '*'
	<p><b><u>Mitigating Actions</u></b></p> <ul style="list-style-type: none"> <li>• Continued operation of Reconciling Policy and Resources</li> <li>• Active involvement of Scrutiny</li> <li>• Continued focus on robust data quality and performance management (especially on low performing indicators)</li> <li>• Establishment of future cash limits and 4 year service planning</li> <li>• Communications and lobbying strategy</li> <li>• Focus on benchmarking efficiency and comparative value for money</li> <li>• Strong partnership arrangements (inc the voluntary and community sector)</li> <li>• Consultation and strong evidence base of residents' views and needs used to influence policy decisions</li> </ul>				
4.	Failure to put in place effective Medium Term financial planning linked to service priorities to deliver sustainable outcomes and deliverable savings plans – in the context of the severe funding constraints now expected allied to existing spending pressures and other risks.	3	4	Sean Nolan	
	<p><b><u>Mitigating Actions</u></b></p> <ul style="list-style-type: none"> <li>• Operation of Reconciling Policy and Resources for 2011/12</li> <li>• Realistic Medium Term Resource assumptions for 2014/15</li> <li>• Links to Risk Management Protocols</li> <li>• Operation of capital planning methodologies</li> <li>•</li> </ul>				
5.	Failure to manage adequately volatile budget areas (e.g. social care, special needs, home to school transport etc) to the extent they impact sufficiently on other priorities.	3	4	Sean Nolan	

	KEY THEME AREAS	LIKELIHOOD 1 = Low 4 = High	IMPACT 1 = Low 4 = High	LEAD COORDINATING OFFICER ON BEHALF OF COMT	NEW or Revised {*}
	<u>Mitigating Actions</u> <ul style="list-style-type: none"> <li>• Formal monthly monitoring and reporting</li> <li>• Enhanced budget monitoring processes</li> <li>• Risk management arrangements</li> <li>• Medium Term planning</li> <li>• Expanded Saving Tracking to be put n place</li> </ul>				
6.	Reputational damage and lack of confidence from failure to maintain or deliver increased service standards.	2	3	Becky Shaw	
	<u>Mitigating Actions</u> <ul style="list-style-type: none"> <li>• Robust performance management and risk regimes in place</li> <li>• Continued strengthening of customer focus and equalities work</li> <li>• Strong partnership arrangements</li> <li>• Clear communications and consultation strategy and infrastructure</li> </ul>				
7.	Failure to manage successfully the quality, relationships and outcomes from the increasingly complex partnership agenda including the various aspects of locality working.	3	3	Becky Shaw	
	<u>Mitigating Actions</u> <ul style="list-style-type: none"> <li>• Strong relationships with local partners</li> <li>• Integrated sustainable community strategy showing joint priorities</li> <li>• East Sussex in Figures providing robust evidence base.</li> </ul>				

	<b>KEY THEME AREAS</b>	<b>LIKELIHOOD</b>  1 = Low 4 = High	<b>IMPACT</b>  1 = Low 4 = High	<b>LEAD COORDINATING OFFICER ON BEHALF OF COMT</b>	<b>NEW or Revised</b> <b>‘*’</b>
8.	Failure to manage effectively the key strategic relationships with, and performance of, key commercial partners (e.g. BT, Serco, Veolia, key care providers etc).	<b>2</b>	<b>4</b>	All Chief Officers	
	<b><u>Mitigating Actions</u></b> <ul style="list-style-type: none"> <li>• <b>Relationship strategies in place</b></li> <li>• <b>Review of contract management arrangements</b></li> <li>• <b>Council wide review of commissioning and procurement approach</b></li> </ul>				
9.	Failure to secure an effective revised ‘Agewell’ Scheme in line with business objectives.	<b>2</b>	<b>3</b>	Keith Hinkley	<b>*</b>
	<b><u>Mitigating Actions</u></b> <ul style="list-style-type: none"> <li>• <b>Full link to corporate capital planning.</b></li> <li>• <b>Care needs linked with Commissioning Strategies.</b></li> <li>• <b>Five sites being marketed.</b></li> <li>• <b>Programme arrangements being monitored through the Departmental Management Team.</b></li> </ul>				
10.	Failure to put in place an effective medium term service plan consistent with commissioning strategies, Think Personal, Act Local, whole system challenges, and drivers with maximum efficiencies and resources available.	<b>2</b>	<b>4</b>	Keith Hinkley	<b>*</b>
	<b><u>Mitigating Actions</u></b> <ul style="list-style-type: none"> <li>• <b>Objectives for Think Personal, Act Local agreed and integrated into the Council Plan and Adult Social Care Business Plan. Joint commissioning strategies for older people, mental health and learning disabled completed. Implementation monitored through</b></li> </ul>				

	KEY THEME AREAS	LIKELIHOOD 1 = Low 4 = High	IMPACT 1 = Low 4 = High	LEAD COORDINATING OFFICER ON BEHALF OF COMT	NEW or Revised '*'
	<p>core performance management processes within the County Council.</p> <ul style="list-style-type: none"> <li>Implementing the change agenda through robust programme and project management arrangements.</li> <li>Lean project focuses on cultural shift needed to provider services to those most in need.</li> </ul>				
11.	<p>Risks from implementing the NHS White Paper including effective engagement with GP's, delivery of savings targets across health and social care and assumption of public health duties.</p>	4	4	Becky Shaw	*
	<p><b><u>Mitigating Actions</u></b></p> <ul style="list-style-type: none"> <li>Robust partnership working with PCT and development of joint approach with GP consortia.</li> <li>Successful 'early implementer' status for Public Health given to East Sussex by Department of Health</li> <li>County wide conference promoting the development of an effective public health delivery system 3 Feb 2011</li> <li>Successful transfer of Public Health commissioning staff to County Hall April 2011 to allow for supported transition to Council, earlier joint planning and focused delivery of saving targets</li> <li>Development of proposals for consideration by Cabinet for early adoption of a fully integrated approach to strategic commissioning health and social care, including shared organisational arrangements.</li> <li>Delivery through robust programme management arrangements of the agreed plan.</li> </ul>				
12.	<p>Failure to sustain current improved performance on our priority performance indicators within Adult Social Care</p>	2	4	Keith Hinkley	

	KEY THEME AREAS	LIKELIHOOD 1 = Low 4 = High	IMPACT 1 = Low 4 = High	LEAD COORDINATING OFFICER ON BEHALF OF COMT	NEW or Revised '*'
	<u>Mitigating Actions</u> <ul style="list-style-type: none"> <li>Continue with the DMT led Performance Board.</li> <li>Develop our benchmarking for the National Indicator Set.</li> <li>Enhance performance through programme arrangements for Putting People First.</li> <li>Lean project to develop efficient and effective care assessments, care planning and reviews</li> </ul>				
13.	Failure to secure appropriate approval for the Link Road and expected external funding support and to ensure that the same remains affordable and deliverable.	4	4	Rupert Clubb	
	<u>Mitigating Actions</u> <ul style="list-style-type: none"> <li>Negotiate funding with DfT on basis of Expression of Interest submitted</li> <li>Continue to identify opportunities to reduce costs</li> <li>Complete feasibility work on alternative funding</li> <li>Continue lobbying independently and through A21 Reference Group</li> <li>Continue to use expert legal advice and press for early ministerial decisions on both funding and confirmation of CPOs</li> </ul>				
14.	Failure to deliver ERF as final element of network of waste disposal facilities	1	4	Rupert Clubb	*
	<u>Mitigating Actions</u> <ul style="list-style-type: none"> <li>Work with Veolia and their sub-contractors to minimise delays</li> </ul>				



	KEY THEME AREAS	LIKELIHOOD 1 = Low 4 = High	IMPACT 1 = Low 4 = High	LEAD COORDINATING OFFICER ON BEHALF OF COMT	NEW or Revised '*'
	<ul style="list-style-type: none"> <li>Identify alternative arrangements for energy recovery if needed</li> <li>Contract governance through Joint Project Board</li> <li>Waste reserve based on modelled prudential scenarios</li> <li>Continuous development and scrutiny of modelling</li> <li>Maintain partnership approach with BHCC and Veolia</li> </ul>				
15.	Failure to deliver benefits of a joint working on waste with Districts.	3	3	Rupert Clubb	
	<p><b>Mitigating Actions</b></p> <ul style="list-style-type: none"> <li>Identify benefits of and options for joint working, including with SE7 partners, and continue to develop business case(s)</li> <li>Continue officer, Chief Officer and Member level meetings.</li> <li>Continue governance through Joint Waste Partnership and Joint Waste Committee if agreed with WCAs</li> <li>Joint procurement of collection contracts</li> <li>Operate Waste Recycling Cost Sharing Agreement with districts through the Waste Resources Strategy Group</li> <li>Revise and implement Joint Municipal Waste Management Strategy</li> </ul>				
16	Failure to reduce numbers of Killed and Seriously Injured on East Sussex roads.	2	3	Rupert Clubb	
	<p><b>Mitigating Actions</b></p> <ul style="list-style-type: none"> <li>Work with Safer Sussex Road Partnership (SSRP) partners to identify and implement pan-Sussex measures</li> <li>Joint working with Police and Fires &amp; Rescue Service on Road</li> </ul>				

	KEY THEME AREAS	LIKELIHOOD 1 = Low 4 = High	IMPACT 1 = Low 4 = High	LEAD COORDINATING OFFICER ON BEHALF OF COMT	NEW or Revised '*'
	<p><b>Safety Education</b></p> <ul style="list-style-type: none"> <li>• Deliver specific East Sussex initiatives through East Sussex Casualty Reduction Steering Group (ESCRSG) action plan by: <ul style="list-style-type: none"> <li>○ Identifying measures where there is evidence of success</li> <li>○ Piloting these measures in East Sussex</li> <li>○ Rolling out successful pilots more widely</li> </ul> </li> </ul>				
17.	Failure to achieve the required improvement in highway condition after the additional investment of £8.5m	3	3	Rupert Clubb	
	<p><b><u>Mitigating Actions</u></b></p> <ul style="list-style-type: none"> <li>• Two-year road improvement programme drawn up and currently being undertaken</li> <li>• Reporting &amp; Governance Regime Established</li> <li>• Laser Surveys arranged for Autumn to check progress</li> <li>• Consultation with Utility Companies to Co-ordinate Works</li> <li>• Programme to be re-evaluated January/February 2011 based on SCANNER results and winter damage</li> <li>• Manage expectations of Members/public as a result of deterioration caused by severe weather – set new more achievable targets</li> </ul>				
18	Failure to plan effectively for the disposal of the county's waste	2	4	Rupert Clubb	*
	<p><b><u>Mitigating Actions</u></b></p> <ul style="list-style-type: none"> <li>• Agree revised timetable for completion of Minerals and Waste LDF</li> <li>• Develop and implement communications plan, tying in with waste disposal activity</li> <li>• Ongoing community consultation and engagement</li> <li>• Identify and test alternatives to land disposal</li> <li>• Agree revised Core Strategy, taking into account revised</li> </ul>				

	KEY THEME AREAS	LIKELIHOOD 1 = Low 4 = High	IMPACT 1 = Low 4 = High	LEAD COORDINATING OFFICER ON BEHALF OF COMT	NEW or Revised '*'
	<b>government policies</b>				
19	Concessionary Fares Financial risks relating to grant income	4	3	Rupert Clubb	*
	<b>Mitigating Actions</b> <ul style="list-style-type: none"> <li>Engage with Bus Operators to negotiate reimbursement levels</li> <li>Promote the benefits of the bus pass and the need to focus resources effectively to the public</li> </ul>				
20	Failure to deliver major property projects – on cost, to specification and to time – but including failure to deliver effective client or sponsor role.	3	4	Sean Nolan	
	<b>Mitigating Actions</b> <ul style="list-style-type: none"> <li>New model in place</li> <li>Involvement of Scrutiny</li> <li>Implementation of PID approach</li> <li>Challenge / training for project sponsors</li> <li>Partnering arrangements with specialist project management</li> <li>More structured work on key client roles</li> <li>Review of forward planning skills and capabilities with key departments (eg Children's)</li> </ul>				
21	Failure to work effectively with other public sector bodies to rationalise the public estate and reduce overall costs	?	?	Sean Nolan	
	<b>Mitigating Actions</b> <ul style="list-style-type: none"> <li>Strong partnership relationships with other bodies</li> </ul>				

	KEY THEME AREAS	LIKELIHOOD 1 = Low 4 = High	IMPACT 1 = Low 4 = High	LEAD COORDINATING OFFICER ON BEHALF OF COMT	NEW or Revised '*'
	<ul style="list-style-type: none"> <li>• Support and facilitation of the County-wide asset planning initiative led by Eastbourne BC and Sussex Police Authority</li> <li>• Collaborative procurement of FM services</li> <li>• Roll-out of flexible working and better utilisation of the office estate</li> </ul>				
22	Failure to deliver economic regeneration aspirational progress in key areas, (including Hastings, Bexhill, Newhaven and Eastbourne / South Wealden area) and to fail to maximize benefit of any new Sub-Regional economic governance structures.	2	4	Becky Shaw	*
	<u>Mitigating Actions</u> <ul style="list-style-type: none"> <li>• Robust planning processes and partnerships in place</li> <li>• New Local Economic Assessment &amp; East Sussex Economic Strategy</li> <li>• Annual business survey</li> <li>• LEP Board &amp; Executive in place; vision. Strategic objectives and enabling activities agreed</li> <li>• Robust Regional Growth Fund bids submitted by partners in both round 1 and round 2.</li> </ul>				
23	Failure to deliver improved standards at Key Stage 3 and 4 in Hastings as Filsham valley refused to agree to a 'hard federation'.	1	4	Matt Dunkley	
	<u>Mitigating Actions</u> <ul style="list-style-type: none"> <li>• Quarterly monitoring of the implementations of Ninestiles Plus contract by the Deputy Director, L&amp;SE.</li> <li>• Regular contact between the Executive Headteacher and the Joint</li> </ul>				

	KEY THEME AREAS	LIKELIHOOD 1 = Low 4 = High	IMPACT 1 = Low 4 = High	LEAD COORDINATING OFFICER ON BEHALF OF COMT	NEW or Revised '*'
	<p><b>Committee.</b></p> <ul style="list-style-type: none"> <li>• <b>Significant investment of resources from the County Council and the Standards Fund grant to facilitate a range of strategies to improve core subjects.</b></li> <li>• <b>Joint Committee established following Filsham Valley against Hard Federation.</b></li> <li>• <b>Establish two academies in Hastings to replace Filsham Valley, The Grove and Hillcrest Schools</b></li> <li>•</li> </ul>				
24	Failure to respond effectively to the growing number of young people being classed as vulnerable and potentially requiring support and services.	<b>3</b>	<b>4</b>	Matt Dunkley	
	<p><b><u>Mitigating Actions</u></b></p> <ul style="list-style-type: none"> <li>• <b>Ensure that services for young people are targeted, integrated and aligned effectively within available budget to minimise duplication and promote effective planning and early intervention for individual young people who are most at risk of offending, becoming NEET, homeless etc.</b></li> <li>• <b>Develop a new Targeted Youth Support Service for 900 vulnerable young people.</b></li> </ul>				
25	Failure to secure new capital investment for Academies and School Organisations Strategies either from internal funding resources or through government grants.	<b>3</b>	<b>4</b>	Matt Dunkley	<b>*</b>
	<p><b><u>Mitigating Actions</u></b></p> <ul style="list-style-type: none"> <li>• <b>Prioritise planning/forecasting processes to inform knowledge of emerging issues and risks</b></li> <li>• <b>Ensure all stakeholders are briefed on emerging issues and risks</b></li> </ul>				

	KEY THEME AREAS	LIKELIHOOD 1 = Low 4 = High	IMPACT 1 = Low 4 = High	LEAD COORDINATING OFFICER ON BEHALF OF COMT	NEW or Revised '*'
	<ul style="list-style-type: none"> <li>• Ensure continued communications with DfE in order to clarify our strategy and requirements (maintain priority in national picture)</li> <li>• Minimise/stop any expenditure commitments until funding is secured (any expenditure to be approved either by SMT or the respective board)</li> <li>• Capital Programme prioritized accordingly</li> </ul>				
26	Failure to articulate effectively and commission major school re configurations requirement over the short and long term.	3	4	Matt Dunkley	*
	<p><b><u>Mitigating Actions</u></b></p> <ul style="list-style-type: none"> <li>• Children's Services Capital Strategy Team restructured.</li> <li>• Additional investment in feasibility studies.</li> <li>• CSD Capital Strategy Board and governance established.</li> <li>• Consultation on primary reorganisation in Bexhill and Eastbourne.</li> <li>• Academies Board Established</li> <li>• Proactive and continual review &amp; assessment of school places pressures and reorganisation opportunities</li> <li>• Review and assess use of assets for different purposes where opportunities are identified</li> <li>• New developments in progress: <ul style="list-style-type: none"> <li>* More co-ordinated approach across appropriate CSD teams (admissions/CST)</li> <li>* Communications strategy and protocol</li> </ul> </li> </ul>				
27	Failure to respond appropriately to the increasing number of referrals to children's social services and to the increasing number of children with Child Protection Plans and Looked After Children.	4	4	Matt Dunkley	*
	<b><u>Mitigating actions</u></b>				

	KEY THEME AREAS	LIKELIHOOD  1 = Low 4 = High	IMPACT  1 = Low 4 = High	LEAD COORDINATING OFFICER ON BEHALF OF COMT	NEW or Revised '*'
	<ul style="list-style-type: none"> <li>• Strengthened QA and auditing framework with input from AD, HoS and OMs to maximize potential to surface any issues in a timely way.</li> <li>• Ofsted announced inspection action plan now in place and will be overseen via SMT and the LSCB.</li> <li>• Reconsideration of present systems and processes in the light of the Munro Review of safeguarding.</li> </ul>				

## Example Risks 2011/12

## Appendix 2

### Dept : Adult Social Care

Name / Level	Business objective / Team target	Risk	Impact 1- 4 1 = Low	Likelihood 1- 4 1 = Low	Mitigation actions	Officer responsible
Adult Social Care / Departmental	Work with approved development partners to deliver the specialist supported housing and extra care housing development programme and increase future options	Dependent on Homes & Communities Agency funding	3	2	<ul style="list-style-type: none"> <li>Use Adult Social Care capital to fully fund fewer high priority schemes and consider alternative options to meet urgent needs</li> </ul>	Richard Peters
Planning, Performance & Engagement / Divisional	Redefine the Adult Social Care Performance and Outcomes Framework	Local population are not aware of changes, and do not understand the measures, and this negatively affects their perception of good performance	3	2	<ul style="list-style-type: none"> <li>Presentations on the Performance and Outcomes Framework to LINK ( Health watch)</li> <li>Measures agreed by LINK, ESSA, User and Carer Panel</li> </ul>	Louisa Havers
Finance and Business Support / Divisional	Support the assessment and care management teams and the wider department in the implementation of Leaner processes to transform Adult Social Care	Systems and processes become overly simplistic or too cumbersome and complex	3	3	<ul style="list-style-type: none"> <li>Network with Other Local Authorities</li> <li>Full engagement with staff</li> <li>Ensure good communication and iterative process so fully understand implications before decisions made</li> </ul>	Simon Jones



## Example Risks 2011/12

## Appendix 3

### Dept : Corporate Resources Department

Name / Level	Business objective / Team target	Risk	Impact 1- 4 1 = Low	Likelihood 1- 4 1 = Low	Mitigation actions	Officer responsible
Finance / Departmental	Ref : FR-1	The reputation of the council suffers as the result of a poor audit report e.g. ISA260 due to errors and missed deadlines	4	2	<ul style="list-style-type: none"> <li>• Close liaison with external auditors.</li> <li>• Achievable service delivery plans in place.</li> <li>• Successful transition to full compliance with IFRS.</li> <li>• Appropriate training and support for staff.</li> <li>• Ensure compliance with specific LAAP bulletins and CLG regulations.</li> <li>• Target an unqualified audit opinion on Governance arrangements and Year End Accounts via robust and deliverable business plans.</li> <li>• Co ordinate service delivery plans and maintain close liaison with Auditors</li> <li>• Develop a strong regime of self assessment</li> </ul>	Amanda Walker
Finance / Divisional	Ref : FR-3	Lack of internal SAP knowledge and single person specialism acting as a limit on service development or on day to day delivery.	3	3	<ul style="list-style-type: none"> <li>• Appropriate training of staff across different functions within the Finance division.</li> <li>• 'Up skilling' of SAP users.</li> <li>• Reduce reliance on individual professionals.</li> <li>• Flourishing trainee schemes and appropriate support for professional training schemes.</li> <li>• Introduce 'back up' arrangements.</li> <li>• Document all standard processes.</li> </ul>	Amanda Walker
Audit and Performance / Divisional	Ref : APR-3	Loss of external income from internal audit contracts / FMSiS external assessments leading to compensating savings being needed.	2	2	<ul style="list-style-type: none"> <li>• Ensure quality of service is maintained.</li> <li>• Effective Audit management of external contract activity and client liaison.</li> <li>• Budget for additional savings in the event of loss of contract.</li> <li>• Identify alternative, cost effective audit approaches to schools.</li> <li>• Regular review of resources.</li> </ul>	Russell Banks

## Example Risks 2011/12

## Appendix 4

Dept : Children's Services Dept.

Name / Level	Business objective / Team target	Risk	Impact 1- 4 1 = Low	Likelihood 1- 4 1 = Low	Mitigation actions	Officer responsible
Services to Schools / Departmental	Traded Services to Schools  (All trading services)	Traded Services are reliant on generating income from schools in order to sustain service levels and in order to generate income for new services that were previously provided to schools for free.  If schools choose not to buy in sufficient quantities the viability of some services will be questionable.	3	3	<ul style="list-style-type: none"> <li>Assumptions about income generation were scrutinised carefully however there is still a risk that schools will not buy back in sufficient quantities.</li> <li>The service offers were revamped and marketed professionally to schools.</li> <li>Services to Schools are being marketed outside of East Sussex which could generate additional income.</li> <li>The department has attempted (as far as possible) to minimise the impact of cuts to services for the most vulnerable children young people and their families.</li> <li></li> </ul>	Lou Carter
Children & Families / Divisional	Children & Families	Increasing numbers of referrals, assessments, children subject to Child Protection Plans & becoming Looked After will place increasing strain on the social work system & on the available budget. Results may be misjudgement causing reputational damage & significant overspend.	4	2	<ul style="list-style-type: none"> <li>Regular review of case decision making by managers, IROs etc.</li> <li>Active recruitment &amp; retention activity for SW staff to keep teams as robust as possible</li> <li>Detailed budget monitoring to identify budget pressures &amp; continued attention to Contact pressures in particular.</li> <li>Discussions with CAFCASS &amp; Courts &amp; challenge as appropriate.</li> <li></li> </ul>	AD C&F
Learning & School Effectiveness / Divisional	Effective management of SLES restructuring to ensure business continuity and quality	Possible risk of increase in NEET due to: <ul style="list-style-type: none"> <li>reduction in Connexions service</li> <li>significant reduction in funding for targeted projects</li> <li>less capacity in schools to support the most vulnerable</li> <li>reduced capacity within</li> </ul>	4	3	<ul style="list-style-type: none"> <li>Communications plan to raise awareness of young people and parents about the importance of participation; the transition to new arrangements for delivering IAG</li> <li>Development of tools and resources for schools/colleges (including good practice case studies) to support transition and increase participation</li> </ul>	Fiona Wright

## Example Risks 2011/12

## Appendix 4

Dept : Children's Services Dept.

Name / Level	Business objective / Team target	Risk	Impact 1- 4 1 = Low	Likelihood 1- 4 1 = Low	Mitigation actions	Officer responsible
	provision	SLES to support schools with early identification and prevention of NEET			<ul style="list-style-type: none"><li>• Work with IAG groups across each local area to plan for cost-effective local delivery of IAG (including sharing staff and services)</li><li>• Develop a high quality traded service to support schools and colleges in working with those who are NEET/at risk of NEET</li><li>• Selected as a DfE RPA trial area for the third year running, we have secured additional funding which will be targeted to support providers through the transition to new ways of working.</li><li>• Re-focussing of the CRI contract to prioritise 16 and 17 year olds and those with multiple barriers to participation.</li><li>• Seek grants / funding to provide additional resources for targeted projects.</li></ul>	

## Example Risks 2011/12

## Appendix 5

Dept : Economy, Transport and Environment

Name / Level	Business objective / Team target	Risk	Impact 1- 4 1 = Low	Likelihood 1- 4 1 = Low	Mitigation actions	Officer responsible
Highways Operations / Departmental	Ref : HO-004	The implementation of the Highways restructure may result in officer disquiet, which may have an adverse impact on the delivery of the modernisation programme contained in the Highways Business Case, and the achievement of efficiency savings	3	2	Provide regular and effective staff communication at key stages during consultation to emphasise that changes are about modernising East Sussex Highways, and making efficiency savings. Make available HR and Senior Officers to help support Highways Officers during consultation period.	James Harris / Karl Taylor
Emergency Planning / Departmental	Ref : EP-001	The Emergency Centre Back-up site at County Hall has been lost to the ICT Help Desk.	3	2	New drop in desk location has been identified at C/H and is being prepared by Facilities. This will act as a mini emergency centre in conjunction with the member's room and committee room. Estimated completion date September 2011.	David Broadley / Kieran MacNamara.
Resources / Departmental	Ref :FAB-004	Structure changes as a result of restructuring may result in displaced staff, workforce stress, demotivation, low morale across teams and resistance adapting to change. Potential impacts include poor performance & loss of key staff.	2	2	<ul style="list-style-type: none"> <li>Communicate methodology &amp; reasons for change management and ensure clear communication to all staff.</li> <li>Ensure Team Managers and Heads of Service available to support staff and manage services through the transition period.</li> <li>Seek specialist advice from HR/AD on change management good practice.</li> </ul>	DMT / Mo Hemsley

## Example Risks 2011/12

## Appendix 6

Dept : Governance & Community Services

Name / Level	Business objective / Team target	Risk	Impact 1- 4 1 = Low	Likelihood 1- 4 1 = Low	Mitigation actions	Officer responsible
Communications / Departmental	Deliver an improved media profile for ESCC and its priorities	Potential damage to reputation of adverse publicity as a result of possible actions to mitigate the effects of the Council's difficult financial position over the next 4 years.	4	3	<ul style="list-style-type: none"> <li>Successful delivery of County Council communications strategy, including planned increase of positive media coverage to balance negative publicity, as well as advanced media planning for any expected negative news.</li> </ul>	Lynn Evans
Coroners / Divisional	Investigate causes of death	Loss of available mortuary facilities.	3	2	<ul style="list-style-type: none"> <li>Temporary mortuary facilities available in the event of an emergency and officers appointed to manage implementation.</li> </ul>	Andy Cottell
Libraries / Divisional	Provide high quality stock and library services (Business Plan KST 1)	Failure of Online circulation system	3	1	<ul style="list-style-type: none"> <li>Arrange for system support (Axiell) to cover hours open to the public</li> <li>Provision of offline system and staff trained in its operation</li> </ul>	Rhona Drever  Valerie Wright