

Risks

Risks

00001 The risk of a serious safeguarding error where the council has responsibility, resulting in serious harm or death

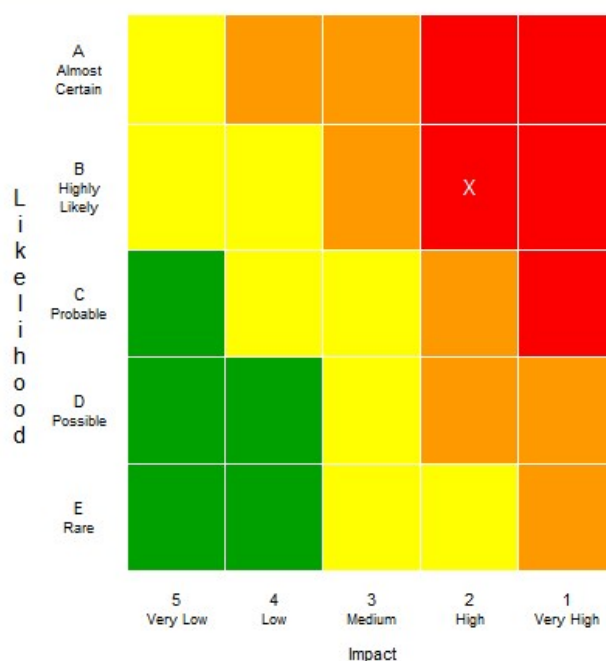
Description

This risk - concerning children and vulnerable adults - is increasing as the environment is changing, with growing expectations around our duties in relation to 3rd party provision. The cumulative impact of reducing resources across the public sector may impact agencies' ability to appropriately recognise safeguarding risks which may also create extra pressures for the Local Authority.

Impact / Consequences

1. Significant reputational loss.
2. Possible intervention by Welsh Government.
3. Legal/compensation costs.

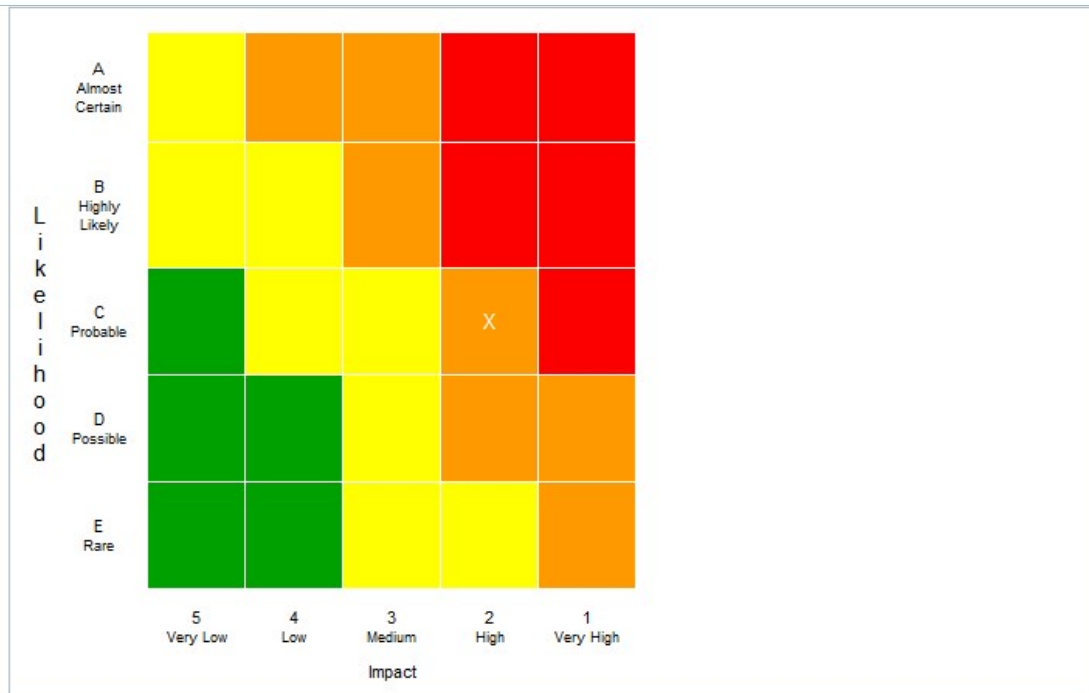
Inherent Risk



Controls to Manage Risk (in place)

1. Safeguarding policy & procedures are in place
2. Corporate Safeguarding Training Programme.
3. Wales Interim Policy & Procedures for the Protection of Vulnerable Adults from Abuse.
4. Framework of self-assessment for schools in relation to safeguarding has been established.
5. Section 28 Audits, and annual reporting requirement for services to demonstrate how they are discharging their duties in relation to safeguarding.
6. Section 28 audit tool in place for voluntary sector to ensure safeguarding practices are in place.
7. Compliance with safeguarding practises is part of the annual HR audit of schools.
8. Regional arrangements for safeguarding a) children and b) vulnerable adults are in place. The regional safeguarding boards set priorities and actions regionally, eg training and policies & procedures.
9. Middle Managers Conference focussing on Safeguarding, November 2014
10. Risk assessments in place for recruiting staff who require a DBS check and/or references
11. Safeguarding policy review has taken place with Schools and new guidance has been developed

Residual Risk



Further Actions

00050 Task and Finish Group to be established to consider local risks associated with Child Sexual Exploitation, and lessons learned from Rotherham and elsewhere

Action Due Date

31/12/2015

Person Responsible

Nicola Stubbins

00058 Review of the Corporate Safeguarding Panel

Description

The Panel's terms of reference will be circulated and reviewed to confirm that the roles and responsibilities detailed are still relevant.

Where services are not represented currently on the Panel, Heads of Service have been contacted to identify officers who can attend. We will also establish whether services can provide a deputy if the service representative is unable to attend.

Service representatives will ensure that their service is aware of the existence of the Panel and that they are aware to use them as a point of contact.

The Panel will develop a forward work programme.

Action Due Date

30/11/2015

Person Responsible

Nicola Stubbins

00059 Heads of Service Communication

Description

A communication will be sent to ensure that Heads of Service consider safeguarding when reviewing their risk registers. A question on safeguarding will also be included in the service challenge.

Action Due Date

31/10/2015

Person Responsible

Nicola Stubbins

00060 Review Safeguarding Policy

Description

The Corporate Safeguarding Policy will be reviewed to ensure that it is up-to-date. The intention is to re-launch the Policy in April 2016 to take account of new legislation and guidance.

Action Due Date

30/04/2016

Person Responsible

Nicola Stubbins

00061 Develop a formal mechanism for recording and sharing safeguarding incidents and near misses

Description	<p>This is a standing item on the Corporate Safeguarding Panel agenda. We will also share case reviews where there is a corporate perspective for lessons learned.</p> <p>As part of the development of the CRM system, we will look at the feasibility of having a corporate system for recording safeguarding incidents.</p> <p>Service representatives will report any key messages from Panel meetings to members of staff within their services.</p>
Action Due Date	31/12/2015
Person Responsible	Nicola Stubbins

00062 Review recruitment procedures for key posts

Description	Determine the key posts within the Council that could have an impact on safeguarding. Then the Corporate Safeguarding Panel will review the process for these posts to ensure that there are adequate checks done, either by the Council or through an external body. Every new employee contract issued makes reference to safeguarding.
Action Due Date	31/10/2015
Person Responsible	Nicola Stubbins

00063 Corporate Safeguarding Training Package

Description	A corporate safeguarding training package is currently being developed by the Learning & Development Specialist (HR). It is hoped that this package will be piloted in October 2015.
Action Due Date	31/10/2015
Person Responsible	Catrin Roberts

00064 Highlighting Roles & Responsibilities of Elected Members

Description	There are planned briefing sessions on safeguarding and Child Sexual Exploitation to County Council starting in November 2015. The Leader has agreed to include corporate safeguarding into his portfolio.
Action Due Date	31/03/2016
Person Responsible	Nicola Stubbins

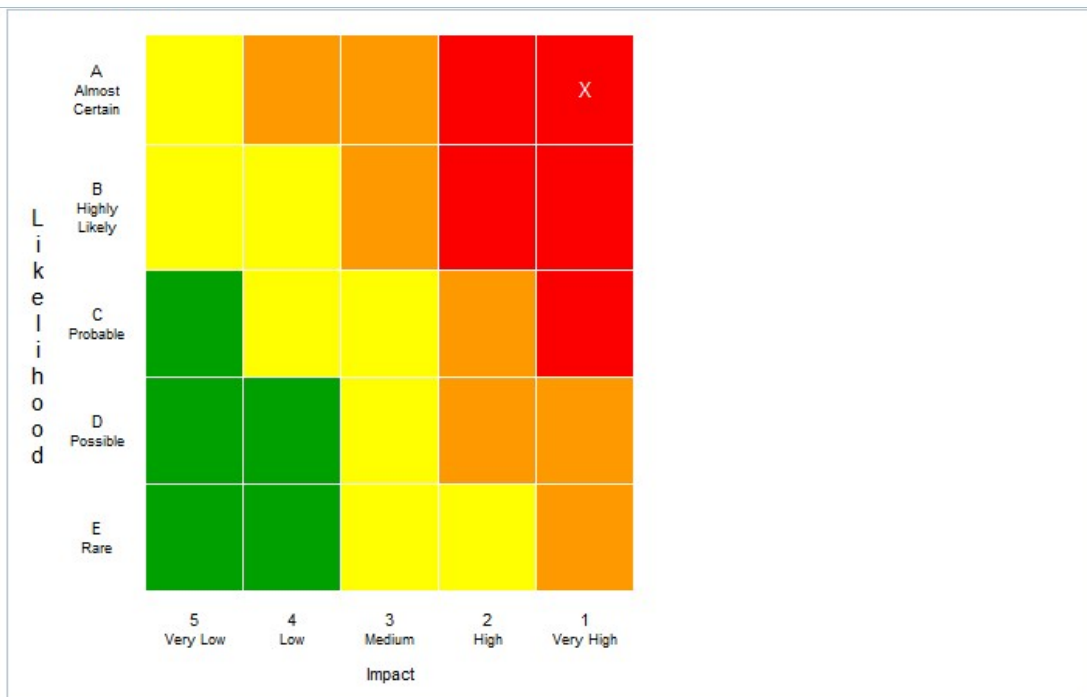
00065 Improve safeguarding arrangements with contractors

Description	<p>Key points to be addressed include:</p> <ul style="list-style-type: none"> • Contractor DBS checks • Ensuring that Council staff responsible on site for the contractor and managing the tendering/contract process are clear of their responsibilities in respect of safeguarding • Ensure contracts terms and conditions (including JCT) in relation to DBS checks are appropriate • Ensure that self-assessment arrangements as part of contract management are appropriate
Action Due Date	31/12/2015
Person Responsible	Nicola Stubbins
Lead Member(s)	Councillor Bobby Feeley
Active	Yes
Risk Owner	Nicola Stubbins

00006 The risk that the economic and financial environment worsens beyond current expectations, leading to additional demand on services and reduced income.

Description	The latest settlement was equal to the lowest anticipated, and the next one will probably also be very low, affecting our ability to effectively plan for the medium term. An added complication this year is the UK Government's Spending Review which is due in November, which means that our settlement will not be known in draft until January (usually November).
Impact / Consequences	The council suffers from a significant reduction in income, leading to an inability to deliver current levels of service provision.

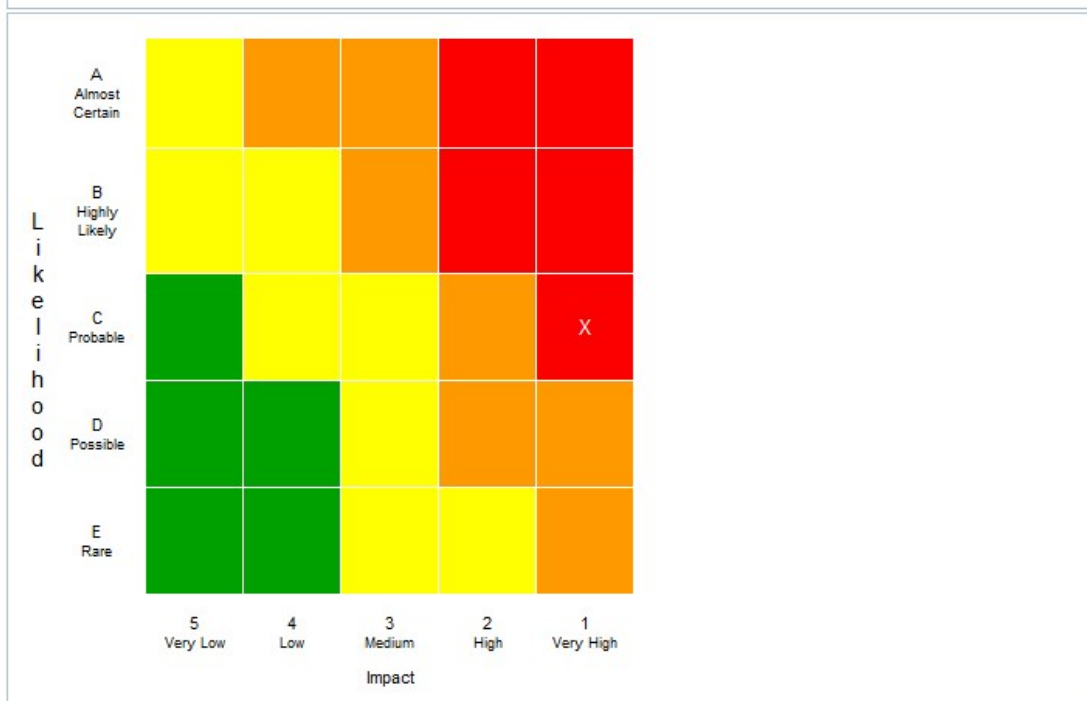
Inherent Risk



Controls to Manage Risk (in place)

1. The council has no control over the global economy or the WG settlement. Therefore the inherent risk score likely to remain high.
2. Annual, detailed budget setting process that considers economic environment
3. The Medium Term Financial Plan (MTFP) contains different scenarios to ensure it can deal with changes in the external environment, and is considered on a quarterly basis: it has revised its expectations further downwards.
4. Budget-setting process and Modernisation Board's activities raise awareness of implications of significantly reduced income due to the economic environment.
5. Quarterly financial planning meetings between services and management accountants are in place
6. Service's budgets are scrutinised by the Lead Member for Finance and the Head of Service during budget-setting talks.

Residual Risk



Further Actions

00026 Freedom & Flexibilities

Description

The Freedoms and Flexibilities process is in its second year and is being refined to take into account the timescales for budget settlement this year. Through the process so far we have identified and approved approximately half of the expected budget gap for 2016-17. Decisions on further savings will be tabled for January when the settlement figure is known.

Action Due Date

30/04/2016

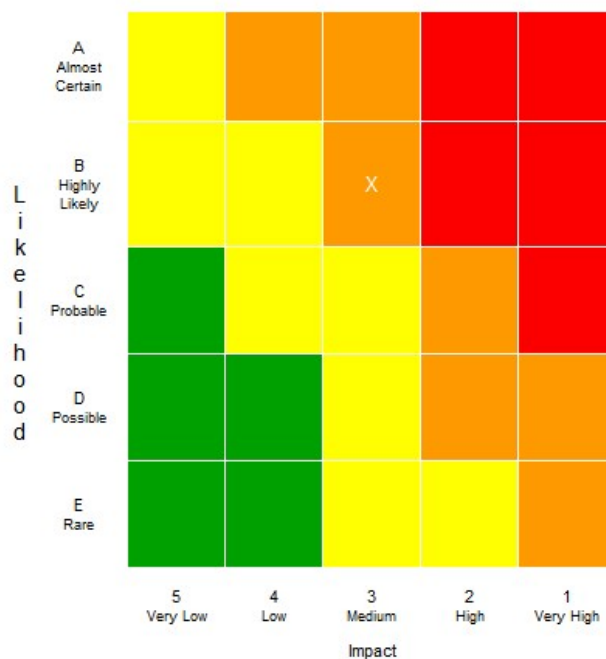
Person Responsible	Richard Weigh
Lead Member(s)	Councillor Julian Thompson-Hill
Active	Yes
Risk Owner	Mohammed Mehmet

00007 The risk that critical or confidential information is lost or disclosed.

Impact / Consequences

1. Reputational damage.
2. Criticism from external regulators (e.g. WAO conducting a review of information management across Welsh Authorities in 2012).
3. Fines from the Information Commissioner's Office (precedent of fines of up to £130k for single breach of Data Protection Act).

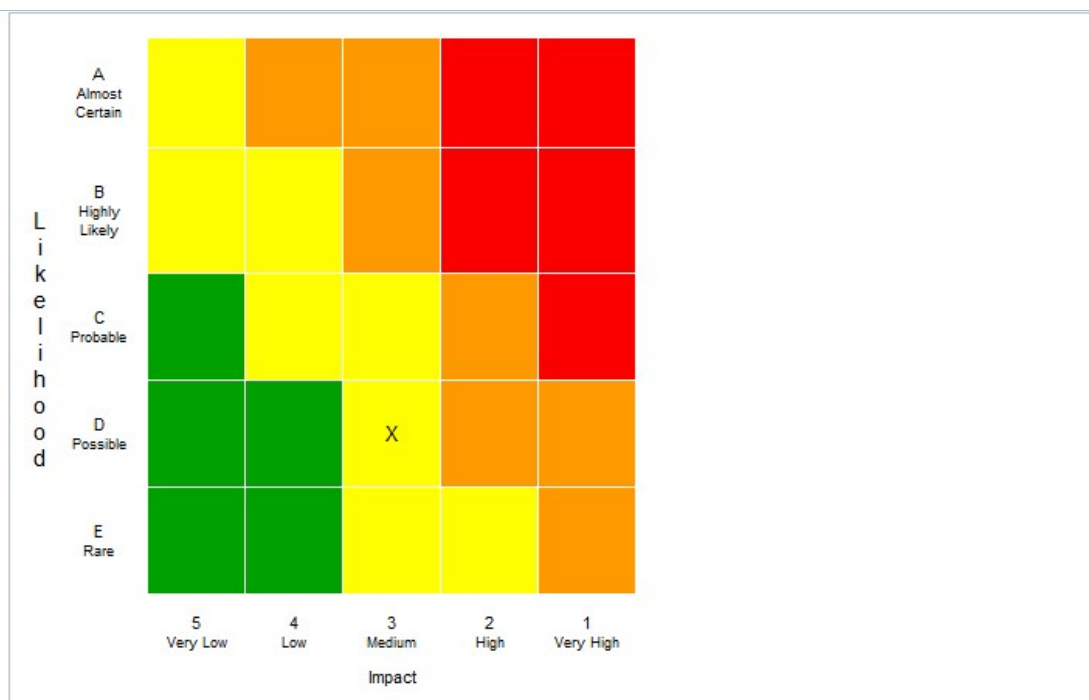
Inherent Risk



Controls to Manage Risk (in place)

1. The council has PSN accreditation
2. Retention schedules and file plans are incorporated into all EDRMS implementations.
3. Staff workshops delivered on good archiving practices.
4. Printer process now supports staff to collect printing when visiting the printer.
5. EDRMS project being rolled out.
6. Addresses are double-checked by a second member of staff when sending out sensitive information.
7. Information strategy in place.
8. Strategic Information Risk Officer in place who investigates breaches and creates and action plan for prevention after each one.
9. Enforcing the encryption of any removal media used to download information from our network.
10. Introduction of secure e-mail: Egress
11. Data Protection elearning completed by all office-based staff across the Council (currently at 91% completion rate)
12. Refresh of intranet pages
13. Privacy Impact Assessments introduced for council projects that involve processing of personal data
14. File amnesty day introduced
15. E-learning package is in place and is being rolled out

Residual Risk



Further Actions

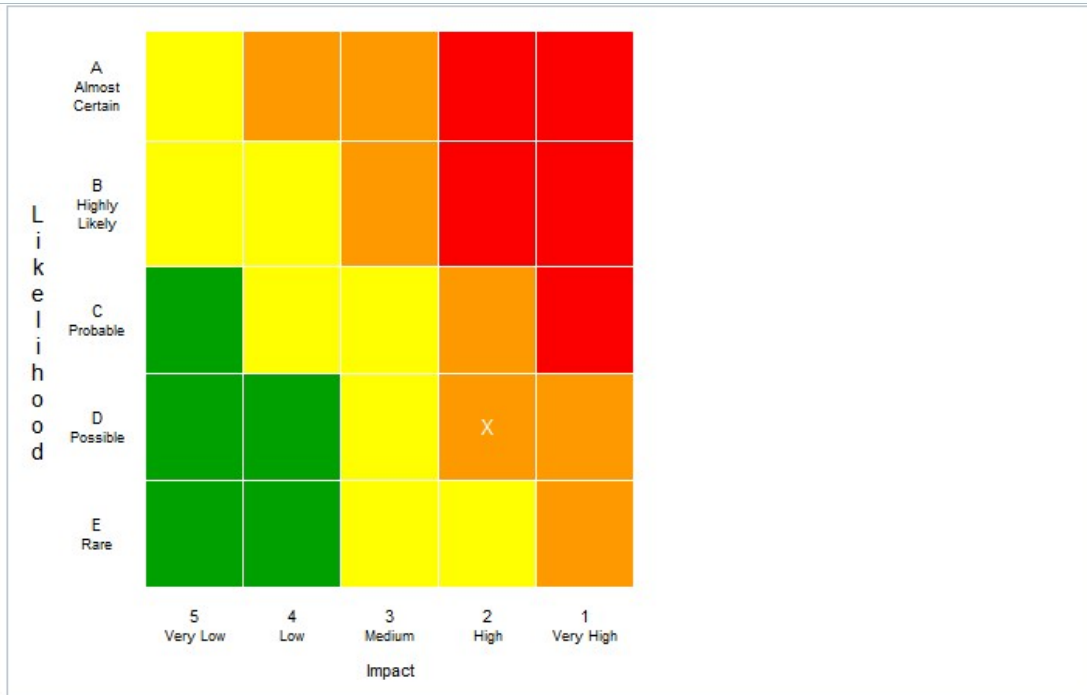
00027 Information security policy in place

Description	New information security policy
Action Due Date	30/04/2016
Person Responsible	Alan Smith
Lead Member(s)	Councillor Barbara Smith
Active	No
Risk Owner	Rebecca Maxwell

00011 The risk of an ineffective response to a severe weather, contamination, or public health event.

Description	Services plan for the impact of expected seasonal variations in weather, but severe weather events can impact on service delivery. Similarly, we put plans in place to monitor food, water and air quality, but any contaminations can impact on service delivery, as would any viral pandemics.
Impact / Consequences	<ol style="list-style-type: none"> 1. Significant disruption to core services. 2. Serious injury or fatality due to road network closure, poisoning or infection. 3. Reputational risk to the council if unable to deal with issues.

Inherent Risk



Controls to Manage Risk (in place)

1. The control environment in this area is the Regional Emergency Planning Service (Wrexham, Flintshire, Denbighshire, Conwy, Gwynedd and Anglesey), and local emergency management response groups have been established.
2. We also continually review our procedures for winter highways maintenance and flood response. Secondary rota established and operational.
3. Service disruption is minimised through our arrangements for business continuity and emergency planning, with separate Directors responsible for Response and Recovery.
4. There's an on-call rota in place for CET.
5. Emergency Planning Response report taken to Partnerships Scrutiny in June 2015

Residual Risk



Further Actions

00031 Vulnerable People mapping project

Description	Phase 1 is complete, moving to Phase 2
Action Due Date	31/03/2016
Person Responsible	Phil Gilroy

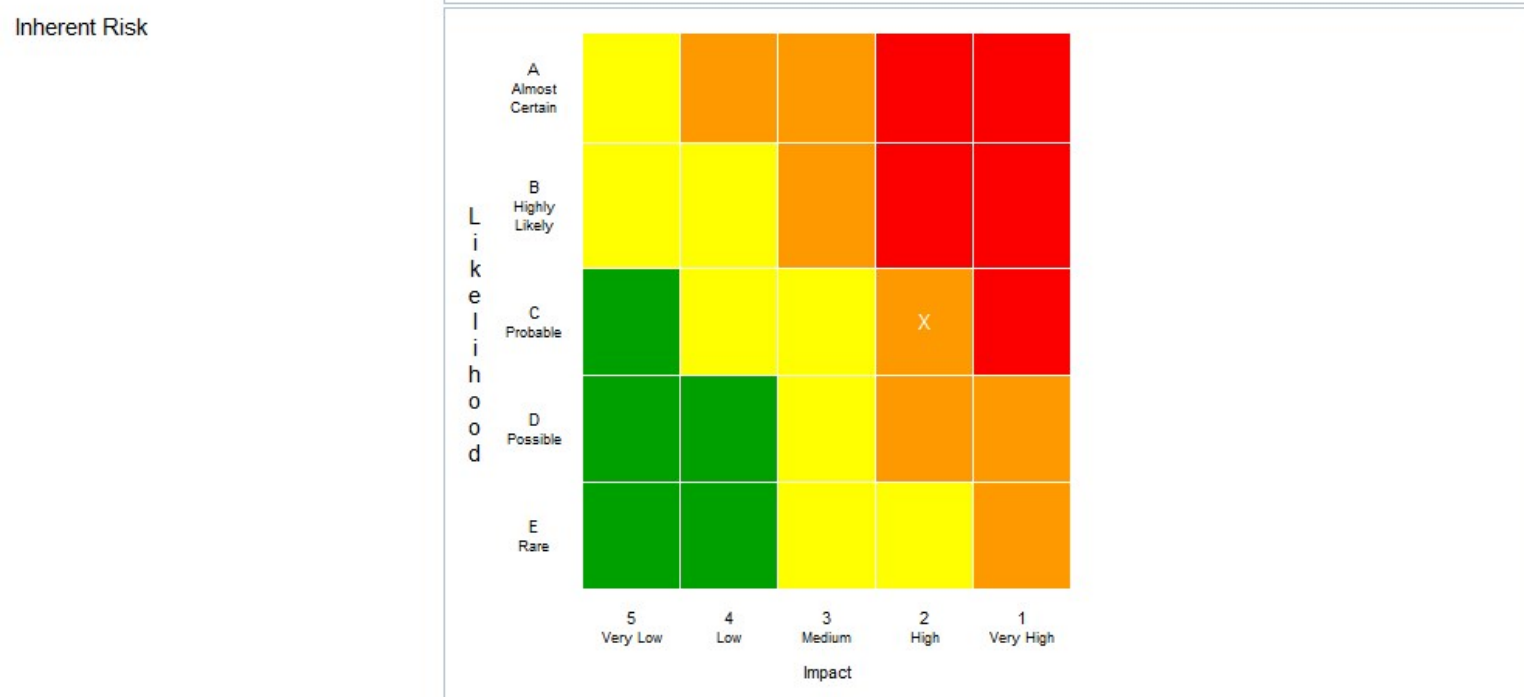
00032 Major incident handbook to be finalised

Action Due Date	31/12/2015
Person Responsible	Rebecca Maxwell
Lead Member(s)	Councillor David Smith
Active	Yes
Risk Owner	Rebecca Maxwell

00012 The risk of a significantly negative report(s) from external regulators.

Impact / Consequences

1. Reputational damage.
2. Potential intervention by the WG.
3. Significant resources may be required to be diverted to deliver immediate and substantial change.
4. Regulation we're subject to includes: CSSIW (Care and Social services Inspectorate Wales); WAO Office; Estyn; HSE (Health & Safety Executive); ICO (Information Commissioner's Office)



Controls to Manage Risk (in place)

1. The corporate performance management framework (PMF) is the main control in this area.
2. Head of Business Improvement & Modernisation, Strategic Planning Team Manager and Head of Audit meet monthly with Wales Audit Office to understand and respond to their concerns.
3. Regulators sit on Service Performance Challenges.
4. Reserch & Intelligence team creates Needs & Demands, and Comparative reports to support service self assessment and Service Performance Challenges.
5. Annual Governance Statement and Performance Self Assessment now combined.
6. In response to the most recent Annual Improvement Report from WAO we have developed a protocol for addressing recommendations from WAO national studies: services' response will be the subject of performance scrutiny and service challenge.

Residual Risk



Further Actions

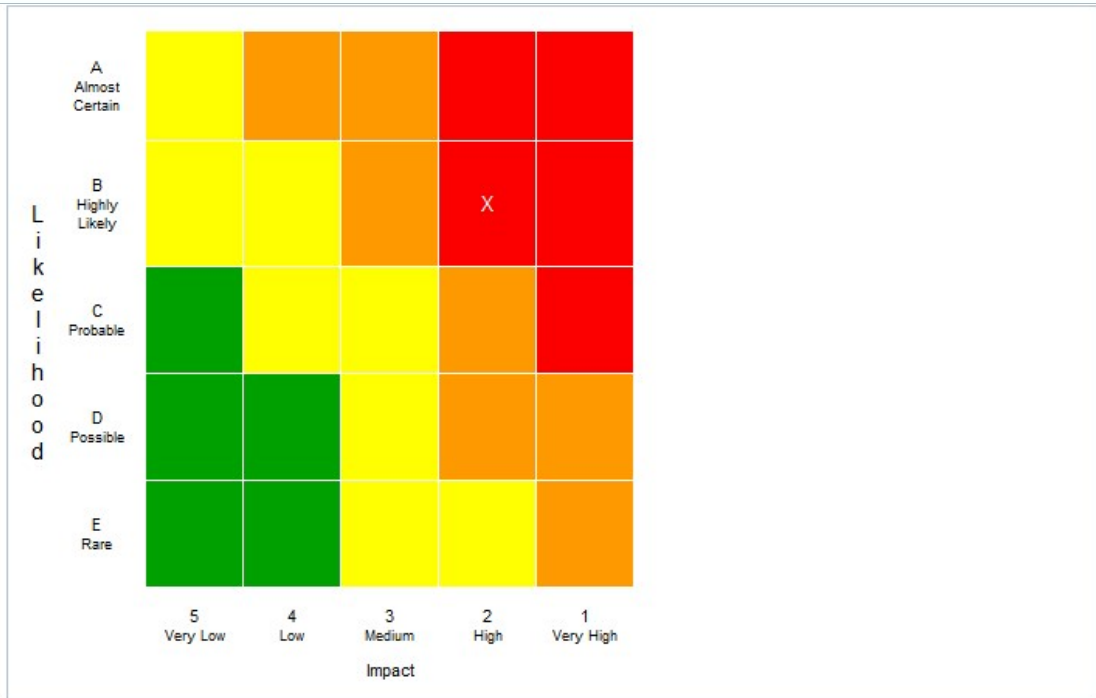
00066 Review of Performance Management Framework

Description	The Performance Management Framework will be reviewed in line with the Wellbeing of Future Generations (Wales) Act.
Action Due Date	31/12/2015
Person Responsible	Alan Smith
Lead Member(s)	Councillor Hugh Evans
Active	Yes
Risk Owner	Rebecca Maxwell

00013 The risk of significant liabilities resulting from alternative models of service delivery

Description	Liabilities could arise due to financial, HR, safeguarding, or general management problems and could impact on the sustainability of service provision
Impact / Consequences	<ol style="list-style-type: none"> 1. Capital liabilities. 2. Property Liabilities. 3. Reduction in levels of service provided to the community, or increased revenue costs to continue delivery. 4. Reputation damage to the council

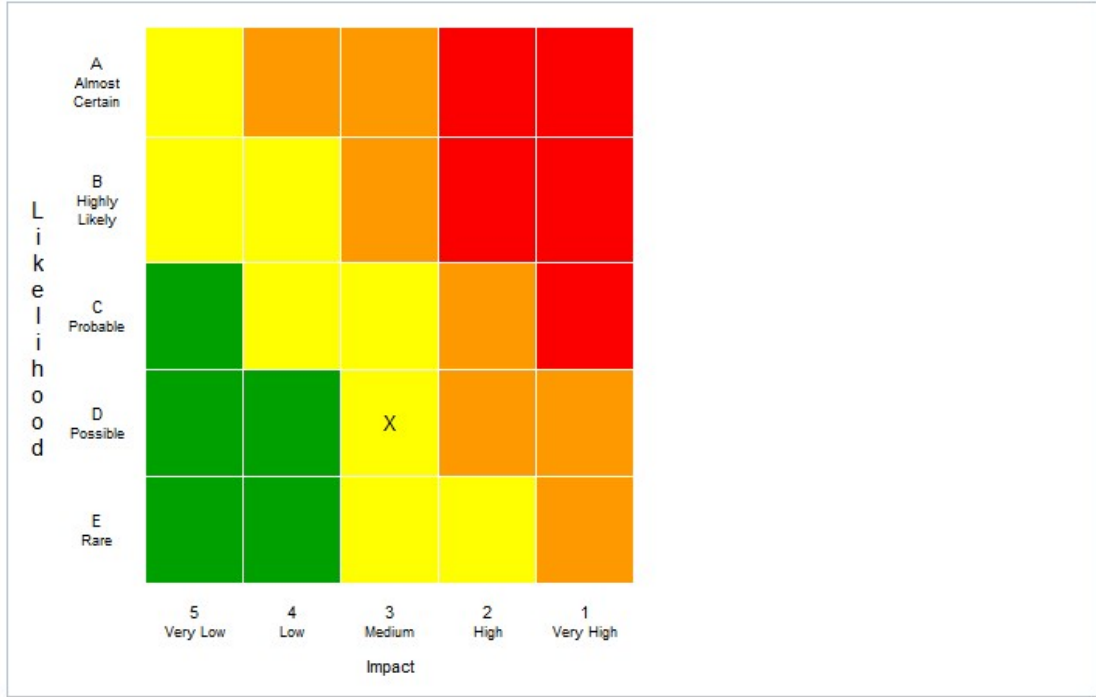
Inherent Risk



Controls to Manage Risk (in place)

1. Council is entitled to representation on Boards, and Heads of Service providing strategic advice to facilities.
2. Heads of Service advise DCC on any emerging issues and risks.
3. Financial support and/or subsidies being provided.
4. Processes are in place to manage relationships between DCC and Arm's Length organisations.
5. Intervention measures are exercised by DCC if relationships with Arm's Length organisations are difficult to manage.
6. Resources have been committed to improve financial monitoring of facilities and services

Residual Risk



Further Actions

00042 Develop a robust framework to monitor governance arrangements for Council Funded Service Providers

Description

A draft framework (incorporating recommendations from the Clwyd Leisure Lessons Learned report) has been accepted by CET with a couple of minor amendments: Corporate Governance Committee has also been consulted. Following meetings with Heads of Services and Middle Managers it will be officially adopted and launched.

Action Due Date

31/01/2016

Person Responsible

Ivan Butler

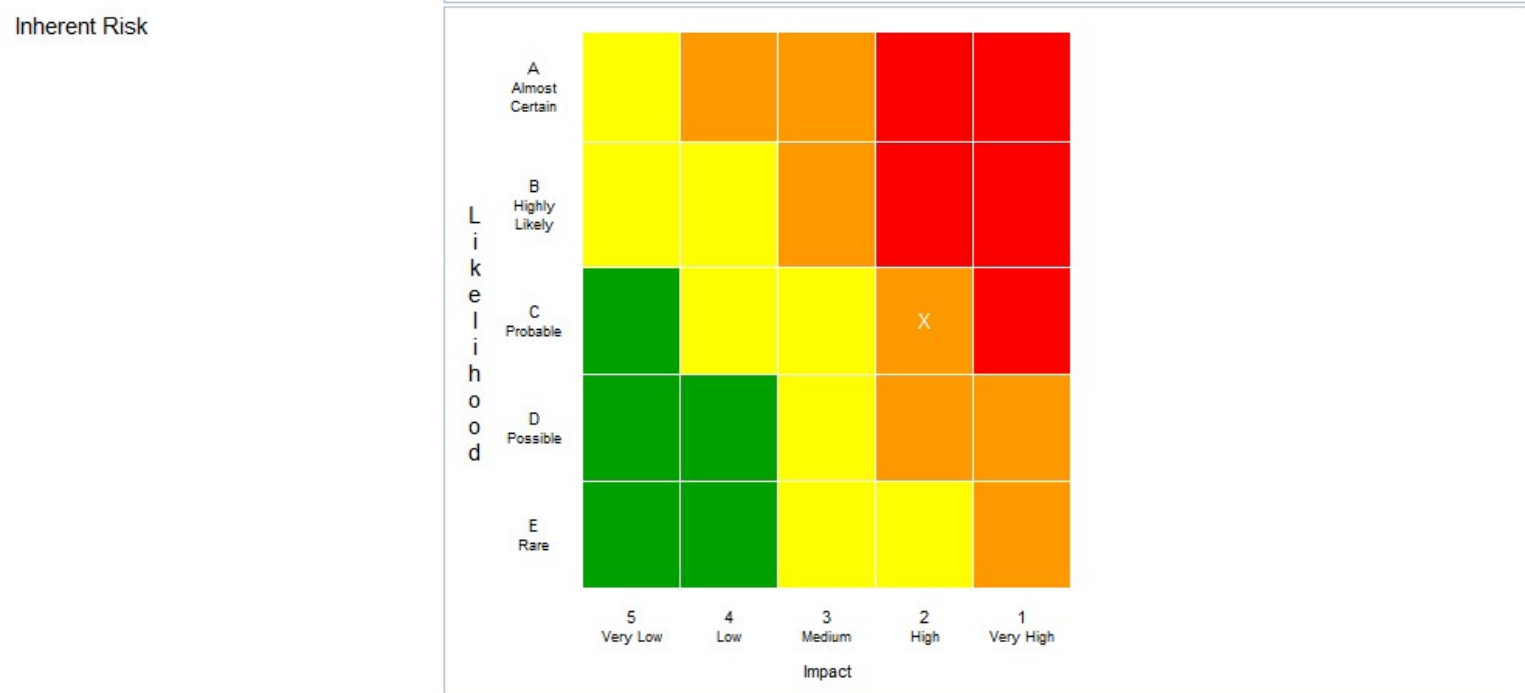
Lead Member(s)	Councillor Huw Jones
Active	Yes
Risk Owner	Mohammed Mehmet

00014 The risk of a health & safety incident resulting in serious injury or the loss of life.

Description This could be as a result of an ineffective H&S management system; inadequate fire control systems (infrastructure); or inadequate fire management planning.

Impact / Consequences

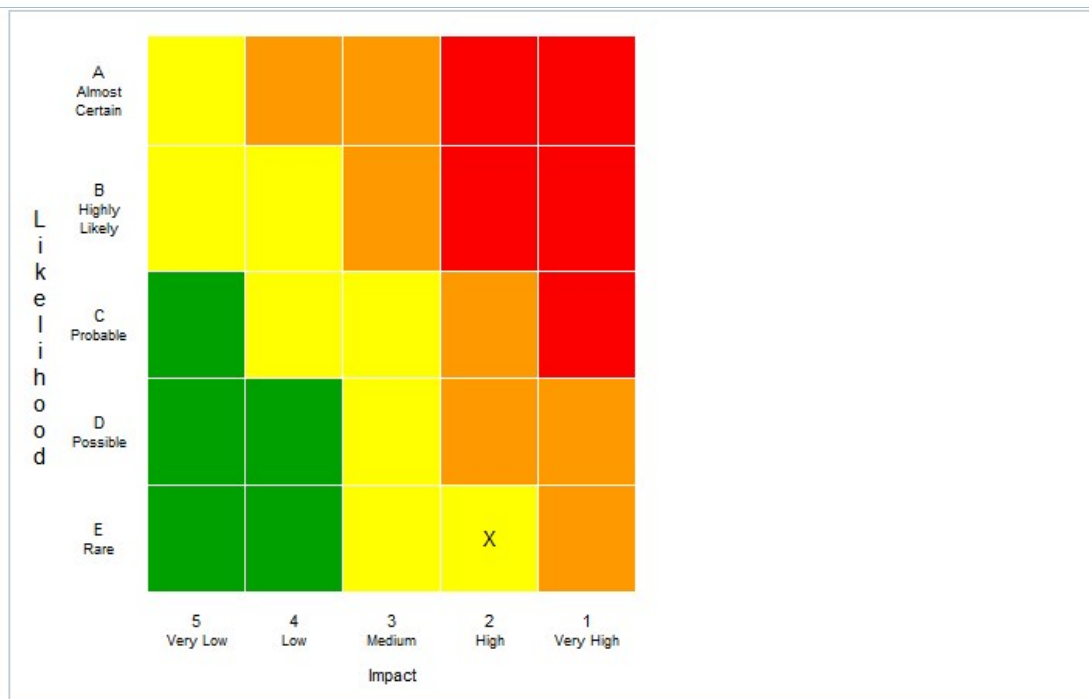
1. Serious injury or death of an employee and/or member of public.
2. Significant reputational damage
3. Substantial legal/compensation costs.
4. Criminal prosecution of senior staff.



Controls to Manage Risk (in place)

1. New H&S Committee established with representation from each service, plus meetings established with groups of services.
2. Strategic leadership provided by Corporate Director with responsibility for health and safety.
3. Improved efficiency through on-line & phone line incident reporting.
4. Council has existing Health and Safety Management System(s).
5. All DCC teams to identify their activities, consider the hazards associated with the work, describe how the risks are managed and then analyse any gaps in how they are managing the risks. These self analyses are now being monitored by the CH&S team who are going out into the workplaces and providing support, guidance and feedback where it is needed.
6. The H&S training program focuses on in-house provision that is targeted at DCC activities.
7. Strong Leadership process developed and in place across the organisation.
8. Links developed with Property Services to manage property-related fire risks
9. Middle managers have developed robust fire management system controls.
10. In-house training and meetings established to embed good practise.
11. Guidance and assistance provided to managers responsible for developing fire management systems.

Residual Risk



Further Actions

Lead Member(s)

Councillor Julian Thompson-Hill

Active

Yes

Risk Owner

Rebecca Maxwell

00016 The risk that the impact of welfare reforms is more significant than anticipated by the council.

Description

Welfare reform has potentially significant implications for a large proportion of residents, and also on the council in terms of increased demand for services and reduced income. The actual impact is difficult to predict, although evidence from pilot sites elsewhere suggests that we are appropriately prepared.

Impact / Consequences

1. Potential increase in demand for services: e.g. homelessness and homelessness prevention services; housing (especially for stock which is currently scarce); benefits support / advice, etc.
2. Reduced income from rents and council tax payments with reduced cash flow and an increase in bad debt for the authority.
3. Increased recovery action and administrative costs.
4. Increase in tenants' rents.
5. Also an impact to Social Services due to Disability Living Allowance changes.
6. This could also impact on our ability to deliver our Corporate Priorities

Inherent Risk



Controls to Manage Risk (in place)

DCC Welfare Reform Group met from April 2012. This group is cross service (including Registered Social Landlords) to ensure that information is shared and pressures identified to support our customers. The recently formed Tackling Poverty Working Group is picking up on the agenda. Chair of Corporate Governance sits on the Tackling Poverty Working Group.

Residual Risk



Further Actions

Lead Member(s)

Councillor Hugh Irving

Active

Yes

Risk Owner

Nicola Stubbins

00017 The risk that the ICT framework does not meet the organisation's needs

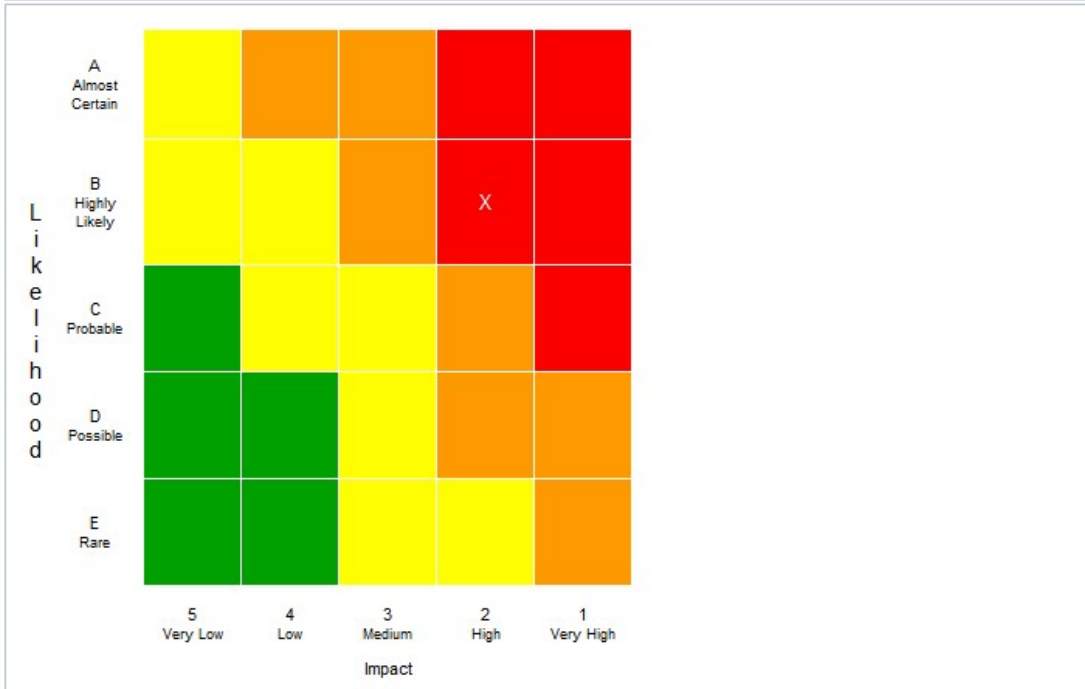
Description

If we do not invest in appropriate technology at the right price, this will hinder our capability to deliver the efficiencies and savings required for the Modernisation priority. The main risk here is around the organisation taking decisions to invest in IT infrastructure that is not effective in reducing overheads. This can happen for two reasons: 1) we don't understand the current and necessary ICT requirements, and 2) we don't accurately predict the anticipated benefits. This risk might also occur as a missed opportunity to capitalise on effective technology, if we unaware of the capability that some technology can bring.

Impact / Consequences

If we decide to invest in technology that does not sufficiently contribute to our Modernisation agenda, not only are we likely to miss our targets, but we're also going to waste money

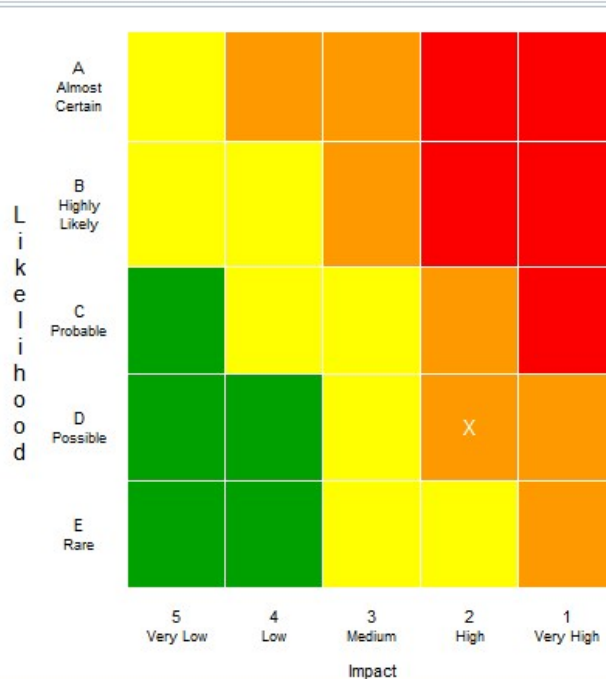
Inherent Risk



Controls to Manage Risk (in place)

1. All decisions for investment taken at Capital Investment Strategy group.
2. ICT now part of the Business Improvement & Modernisation service, and structures have been realigned to provide a more customer-focussed service.
3. ICT Business Partners work with services to forecast their ICT needs.
4. Hardware rollout complete.
5. Migration to MS Enterprise complete
6. Business Support Review phase 1 bringing PARIS and Open Housing into ICT Structure complete
7. Telephony strategy rollout in progress.

Residual Risk



Further Actions

00035 New telephony system to be rolled out

Action Due Date

31/12/2016

Person Responsible

Alan Smith

00055 Business Support Review Phase 2: Review all service-based ICT systems and maintenance agreements

Action Due Date

31/12/2016

Person Responsible

Alan Smith

00056 Phase 2 of the ICT Strategy to be completed

Action Due Date

31/10/2015

Person Responsible

Alan Smith

Lead Member(s)

Councillor Barbara Smith

Active

Yes

Risk Owner

Mohammed Mehmet

00018 The risk that programme and project benefits are not fully realised.

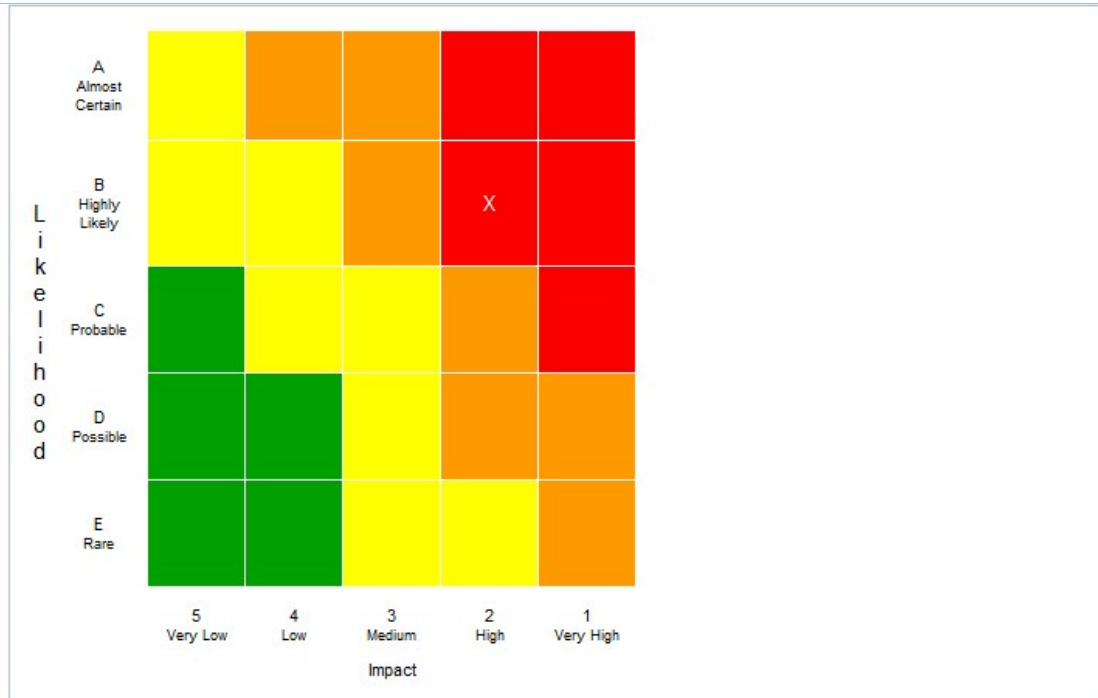
Description

The council currently does not consistently deliver all benefits from projects. Some of the issues include: inconsistent management; resistance to change; staff behaviour and processes not changing as planned. Programmes to be mindful of include: Economic & Community Ambition; Modernisation; Social Services Modernisation; Modernising Education; Coastal Facilities, and Rhyl Going Forward.

Impact / Consequences

The forecast changes that were alluded to in business cases do not materialise and, hence, neither do their benefits

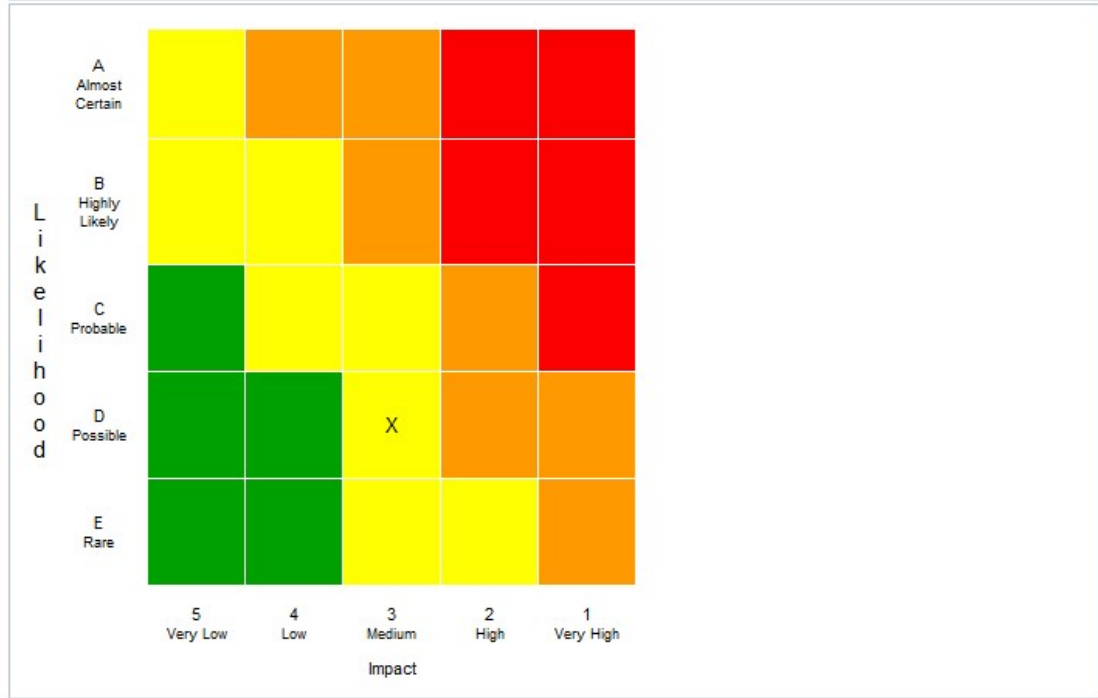
Inherent Risk



Controls to Manage Risk (in place)

1. Corporate Programme Office established.
2. Leadership Strategy in place
3. Programme Manager in place for the Modernisation priority (to co-ordinate projects).
4. Modernisation Board can track projects and their benefits.
5. Introduction of Verto to record benefit tracking.
6. Change toolkits, together with factsheets, are on the intranet to support managers.
7. Finance remove savings from budgets to ensure financial savings are delivered.
8. Denbighshire Way Change Management Guidance has been developed
9. CET reviews key projects every three months

Residual Risk



Further Actions

Lead Member(s)

Councillor Barbara Smith

Active

Yes

Risk Owner

Mohammed Mehmet

00019 The risk that the availability of the Welsh Government's match-funding contribution towards Band A of the 21st Century Schools programme is not in line with the timescales for Denbighshire's work programme.

Description

Projects within the 21st Century Schools Programme are planned throughout the financial year, but rely on match-funding being available from the Welsh Government.
If the WG's financial contribution is not received as anticipated, it can affect the timing of each project, which can impact on the overall programme.

Impact / Consequences

Delays in delivering the 21st Century Schools Programme.

Inherent Risk



Controls to Manage Risk (in place)

1. Regular liaison with WG and Strategic Investment Group to review progress of individual projects and the overall financial management of the longterm programme to identify potential risks in funding profiles.
2. Establishment of a formal programme approach to manage the delivery of the 21st Century Schools programme.
3. Projects over £5m in value are scoped out according to the Welsh Government's five case business model at development stage.
4. Project at £5m or less are scoped out inline with the Welsh Government's business justification case documentation.
5. Modernising Education Programme Board established, to meet monthly in the short term.
6. SRO, Head of Service and Programme Manager have arranged for regular gateway review support from WG's Programme and Projects department (independent from WG's 21st Century Schools team)

Residual Risk



Lead Member(s)

Councillor Eryl Williams

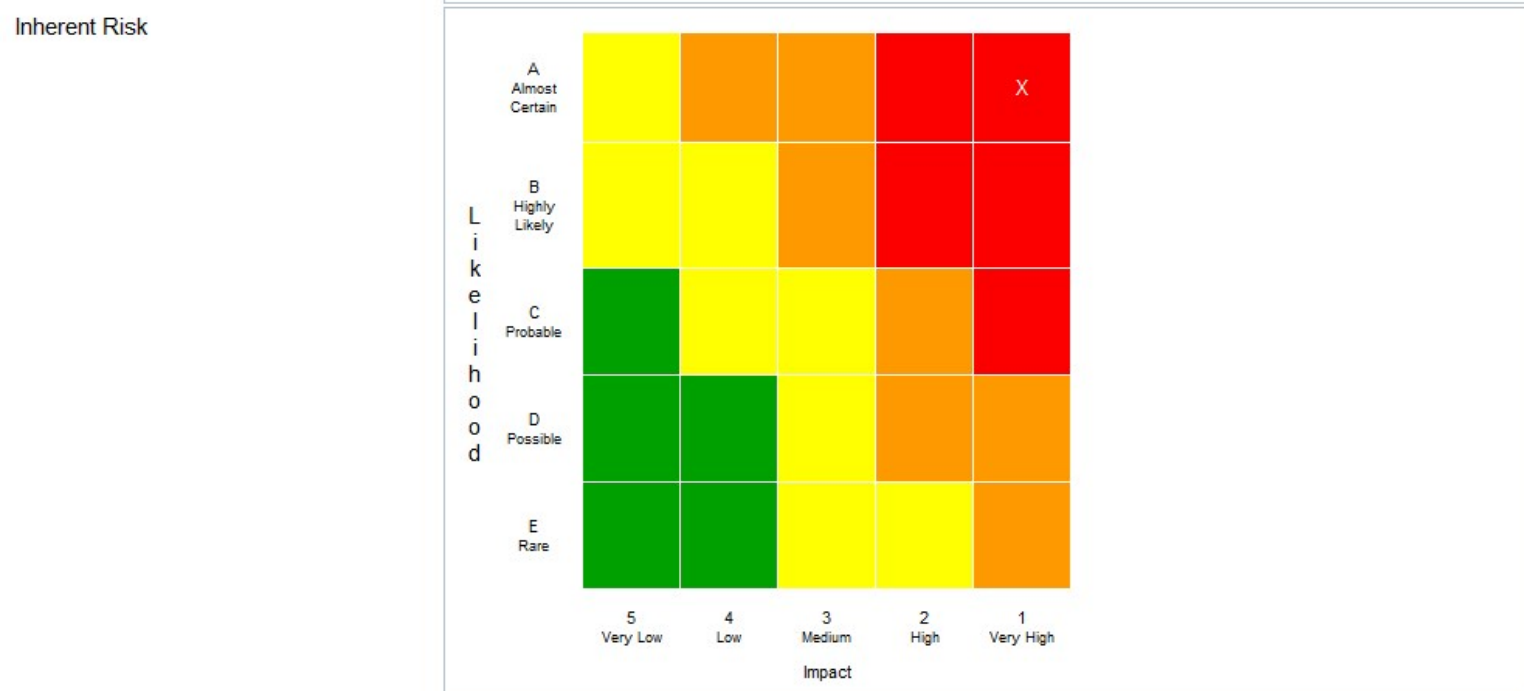
Active	Yes
Risk Owner	Nicola Stubbins

00021 The risk that effective partnerships and interfaces between BCU Health Board and Denbighshire County Council (DCC) do not develop, leading to significant misalignment between the strategic and operational direction of BCU and DCC

Description
Now that BCUHB has been placed in special measures there is increased political and regulatory scrutiny. This is resource intensive and further detracts from effective partnership working.

Impact / Consequences

1. Inefficient services
2. Gaps in service provision
3. Delays/failure to deliver joint projects
4. Reputational damage
5. Ability to meet new statutory duties - Wellbeing of Future Generations Bill, Social Services and Wellbeing Act



Controls to Manage Risk (in place)

1. Establishment of a Denbighshire Health and Social Care Board, of which BCU is a member.
2. DCC presence in Key meetings and Boards looking at implementing integrated new approaches although there is a notable lack of progress on the integration agenda
3. Denbighshire Joint Locality Forum established.
4. Nicola Stubbins appointed Associate Member of BCUHB Board
5. Cllr Bobby Feeley appointed Independent Member (Local Authority) of BCUHB Board
6. NWWISIC has reviewed its governance arrangements in partnership with BCUHB. Establishment of a 'Leadership Forum', chaired by Wrexham LA Chief Executive, attended by senior management of BCUHB and Directors of Social Services
7. BCUHB Area Director has been appointed
8. Locality Structure is bedding in
9. Regional work is underway to support the six local authorities and their partners prepare effectively for the implementation of the Social Services and Well being act.

Residual Risk



Further Actions

Lead Member(s)

Councillor Bobby Feeley

Active

Yes

Risk Owner

Nicola Stubbins

00027 The risk that the decisions that are necessary to enable the delivery of a balanced budget are not taken or implemented quickly enough

Description

As our settlement reduces, we need to develop and gain approval for plans as to where to stop spending in our budget. Any plans require the approval of Council, and must be implemented in a timely manner that complies with legislation. While the Freedoms and Flexibilities process has been successful to date there is still a substantial saving to be made by the Local Authority in 2016-2017 and the political environment is becoming increasingly sensitive.

Impact / Consequences

Denbighshire overspends on its budget

Inherent Risk



Controls to Manage Risk (in place)

1. Freedom & Flexibilities programme involves Members, so they understand that difficult decisions are necessary, and they are involved with developing the proposals. This should make them more likely to support the recommendations made.
2. As decisions are becoming harder then lead in times are becoming longer.
3. Services have delivered savings earlier than budgeted which has created a short-term financial cushion.

Residual Risk



Further Actions

Lead Member(s)

Cllr Hugh Evans

Active

Yes

Risk Owner

Mohammed Mehmet

00028 The risk that the services that we scale back have a greater negative impact than we anticipated

Description

When deciding where to make budget cuts, we endeavour to ensure the quality of key services. There is a risk that we haven't identified the correct services as being 'key', and/or that the changes we make are more disruptive than we anticipated

Impact / Consequences

1. Services that are important for our residents are no longer available
2. Performance in important areas of our business (for our residents) deteriorates
3. Reinstatement/correction in performance is difficult and slow to achieve
4. Reputation can suffer if performance deteriorates
5. Reputation can suffer if messages are not managed

Inherent Risk



Controls to Manage Risk (in place)

1. Impact Assessments are undertaken
2. Cover reports for all decisions ask for risks and benefits to be articulated

Residual Risk



Further Actions

00057 A Scrutiny Task and Finish Group to be established to monitor impacts

Action Due Date	30/09/2015
Person Responsible	Gary Williams
Lead Member(s)	Cllr Hugh Evans
Active	Yes
Risk Owner	Mohammed Mehmet

00029 Risk of successful challenge that we are illegally depriving people of their liberty

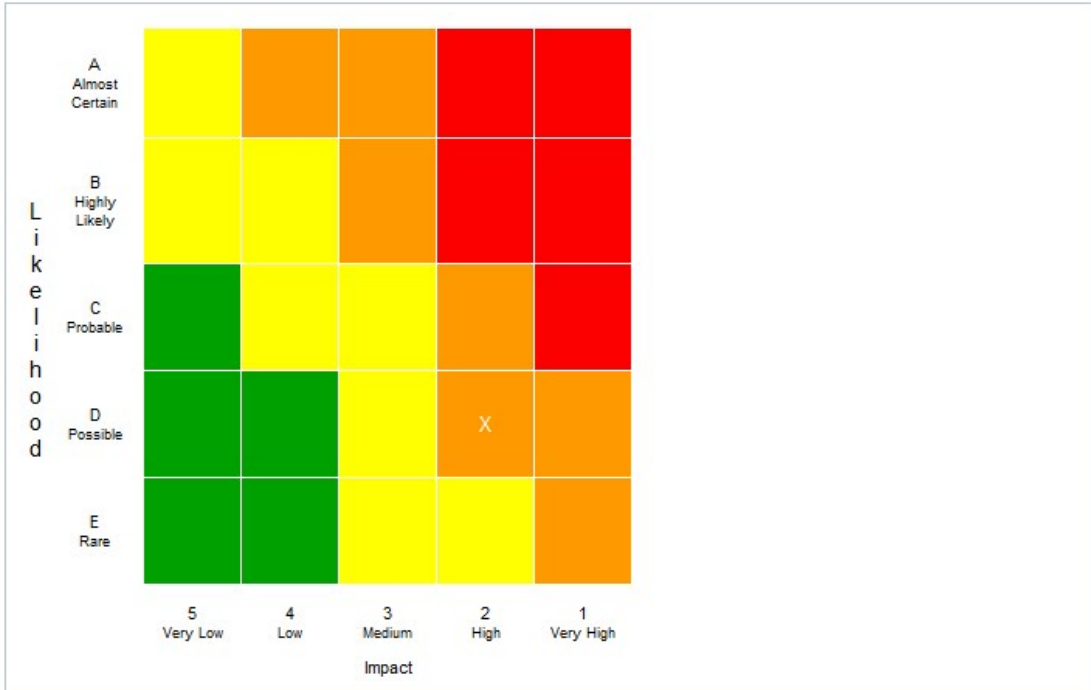
Description

There is the potential for future legal challenges following the recent Supreme Court ruling on deprivation of liberty. The court ruled that all people who lack the capacity to make decisions about their care and residence and, under the responsibility of the state, are subject to continuous supervision and control and lack the option to leave their care setting are deprived of their liberty. The ruling overturned previous judgements that had defined deprivation of liberty more restrictively. This means that many people are likely to have been deprived of their liberty unlawfully and without safeguards in settings including care homes and supported living placements. This is likely to result in a significant increase in DOLS case numbers regarding care home placements, and also applications to the Court of Protection to authorise deprivations of liberty in supported living. We are already beginning to see the impact of the ruling in Denbighshire.

Impact / Consequences

Legal challenge, reputational damage, financial costs

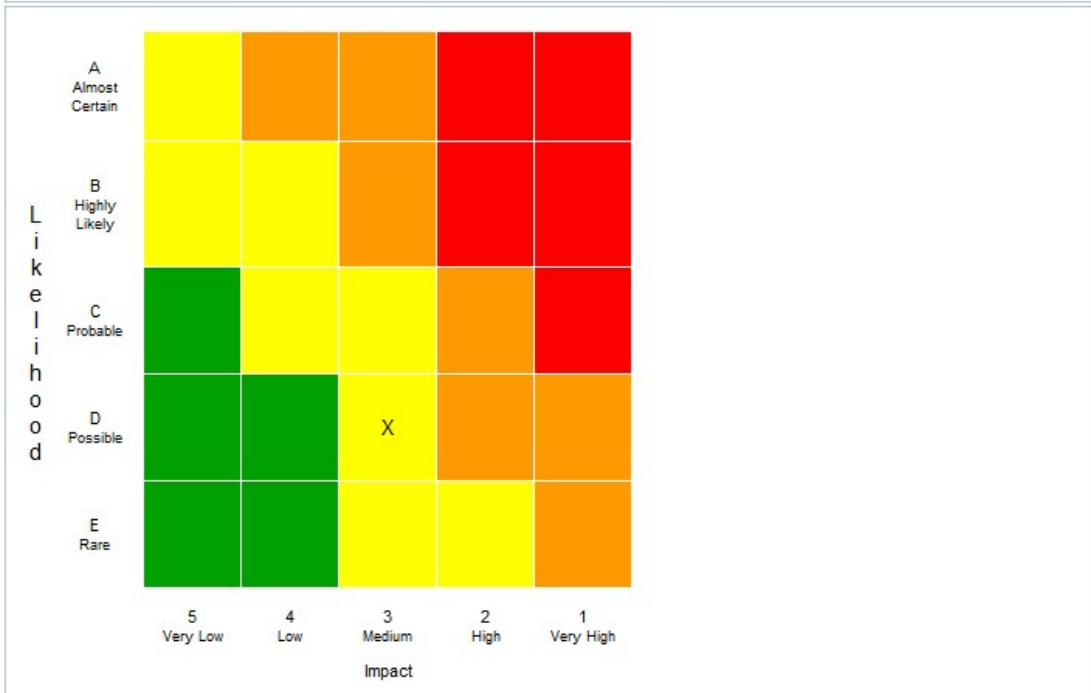
Inherent Risk



Controls to Manage Risk (in place)

- 1 Every provider has received a letter describing our pragmatic approach
- 2 Five more staff members have been trained as Best Interest Assessors
- 3 Increased signatory capacity
- 4 The 'Cheshire West ruling' is being challenged and we are keeping a watching brief
- 2 Five more staff members have been trained as Best Interest Assessors; a further group is about to start training
- 3 Increased signatory capacity

Residual Risk



Further Actions

00044 Reviewing

Description	Continue to assess everyone in residential care that we need to
Action Due Date	31/03/2016
Person Responsible	Phil Gilroy

00045 Training

Description	Further Best Interest Assessor Training to be delivered.
Action Due Date	31/12/2015
Person Responsible	Nicola Stubbins & Phil Gilroy
Lead Member(s)	Bobby Feeley
Active	Yes
Risk Owner	Nicola Stubbins

00030 The risk that appropriate capacity and skills to sustain service and corporate performance is not available

Description	The current structure of the Senior Leadership Team has been built on the strength and experience of current postholders. As the number of posts at CET and SLT has reduced there is a concentration of key roles that are critical to the successful delivery of services. There is a risk that individuals with particular skill sets would be difficult to replace, and the threat of local government reorganisation contributes to difficulties in recruitment due to the uncertainty it creates.																																																				
Impact / Consequences	Reputational damage Declining performance																																																				
Inherent Risk	<table border="1"> <tr> <td rowspan="5">L i k e l i h o o d</td> <td>A Almost Certain</td> <td>5</td> <td>4</td> <td>3</td> <td>2</td> <td>1</td> </tr> <tr> <td>B Highly Likely</td> <td>5</td> <td>4</td> <td>3</td> <td>2</td> <td>1</td> </tr> <tr> <td>C Probable</td> <td>5</td> <td>4</td> <td>3 (X)</td> <td>2</td> <td>1</td> </tr> <tr> <td>D Possible</td> <td>5</td> <td>4</td> <td>3</td> <td>2</td> <td>1</td> </tr> <tr> <td>E Rare</td> <td>5</td> <td>4</td> <td>3</td> <td>2</td> <td>1</td> </tr> <tr> <td colspan="2"></td> <td>5</td> <td>4</td> <td>3</td> <td>2</td> <td>1</td> </tr> <tr> <td colspan="2"></td> <td>Very Low</td> <td>Low</td> <td>Medium</td> <td>High</td> <td>Very High</td> </tr> <tr> <td colspan="2"></td> <td colspan="5">Impact</td> </tr> </table>	L i k e l i h o o d	A Almost Certain	5	4	3	2	1	B Highly Likely	5	4	3	2	1	C Probable	5	4	3 (X)	2	1	D Possible	5	4	3	2	1	E Rare	5	4	3	2	1			5	4	3	2	1			Very Low	Low	Medium	High	Very High			Impact				
L i k e l i h o o d	A Almost Certain		5	4	3	2	1																																														
	B Highly Likely		5	4	3	2	1																																														
	C Probable		5	4	3 (X)	2	1																																														
	D Possible		5	4	3	2	1																																														
	E Rare	5	4	3	2	1																																															
		5	4	3	2	1																																															
		Very Low	Low	Medium	High	Very High																																															
		Impact																																																			
Controls to Manage Risk (in place)	Greater opportunities for Middle Managers to 'act up' to key posts in order to gain experience at a more senior level Appointment of more senior Middle Managers Leadership Strategy is in place																																																				

Residual Risk



Further Actions

00067 Planned retirements at SLT level

Description	Planning is in place for the retirement of two heads of service and risks are being monitored at service level
Action Due Date	30/04/2017
Person Responsible	Rebecca Maxwell & Nicola Stubbins

00068 Succession Planning Challenge at Service Challenge

Description	Heads of Service are being tested on their succession plans through Service Challenge
Action Due Date	31/03/2016
Person Responsible	Rebecca Maxwell
Lead Member(s)	Hugh Evans
Active	Yes
Risk Owner	Mohammed Mehmet