

From: Paul Carter, Leader and Cabinet Member for Business Strategy, Audit and Transformation

David Cockburn, Corporate Director for Strategic and Corporate Services

To: Policy & Resources Cabinet Committee – 8th March 2017

Subject: **Risk Management: Strategic and Corporate Services**

Classification: **Unrestricted**

Past Pathway of Paper: None

Future Pathway of Paper: None

Electoral Division: All

Summary: This paper presents the strategic risks relating to the Strategic and Corporate Services directorate, in addition to the risks featuring on the Corporate Risk Register for which the Corporate Directors are the designated 'risk owners'. The paper also explains the management process for review of key risks.

Recommendation(s):

The Cabinet Committee is asked to consider and comment on the risks presented.

1. Introduction

- 1.1 Directorate business plans are reported to Cabinet Committees each March / April as part of the Authority's business planning process. The plans include a high-level section relating to key directorate risks, which are set out in more detail in this paper.
- 1.2 Risk management is a key element of the Council's Internal Control Framework and the requirement to maintain risk registers ensures that potential risks that may prevent the Authority from achieving its objectives are identified and controlled. The process of developing the registers is therefore important in underpinning business planning, performance management and service procedures. Risks outlined in risk registers are taken into account in the development of the Internal Audit programme for the year.
- 1.3 Directorate risk registers are reported to Cabinet Committees annually, and contain strategic or cross-cutting risks that potentially affect several functions across the Strategic and Corporate Services directorate, and often have wider potential interdependencies with other services across the Council and external parties.

- 1.4 Strategic and Corporate Services Directors also lead or coordinate mitigating actions in conjunction with other Directors across the organisation to manage risks featuring on the Corporate Risk Register. The Directors in the Strategic and Corporate Services directorate are designated 'Risk Owners' (along with the rest of the Corporate Management Team) for several corporate risks. These risks and their mitigations are presented to the Committee for comment in appendix 1.
- 1.5 For information and awareness, the corporate risk profile as at the end of February 2017 is outlined below:

Low = 1-6 **Medium = 8-15** **High = 16-25**

Risk No.*	Risk Title	Current Risk Rating	Target Risk Rating	Direction of Travel (since March 2016)
CRR1	Data and Information Management	Risk Closed – elements incorporated in CRR 26		
CRR2a	Safeguarding – protecting vulnerable children	20	15	*
CRR2b	Safeguarding – protecting vulnerable adults	20	15	*
CRR3	Access to resources to aid economic growth and enabling infrastructure	16	8	↑
CRR4	Civil Contingencies and Resilience	12	8	↔
CRR9	Health & Social Care Integration – Delivery of Sustainability and Transformation Plan	16	9	↑
CRR10(a)	Management of Adult Social Care Demand	20	12	↔
CRR10(b)	Management of Demand – Early Help and Preventative Services and Specialist Children's Services	20	12	↔
CRR12	Potential implications associated with significant migration into Kent	12	8	↔
CRR17	Future financial & operating environment for local government	20	12	↔
CRR22	Implications of high numbers of Unaccompanied Asylum Seeking Children (UASC)	20	12	↔
CRR23	Evolution of Strategic Commissioning Approach	12	6	↔
CRR24	Delivery of 2016/17 savings	6	2	↓
CRR25	Delivery of 2017/18 savings	16	2	↔
CRR26	Cyber and information security threats	16	6	New
CRR27	Managing and working with the social care market	20	9	New
CRR28	Delivery of new school places is	20	9	New

	constrained by capital budget pressures and dependency on the Education Funding Agency			
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*The current and target 'impact' ratings for the safeguarding risks CRR2a and CRR2b were amended to more accurately reflect the severity of consequences should they occur. Specifically, the current impact rating has changed from 4 out of 5 ('serious') to 5 out of 5 ('major'), while the target rating has increased from 3 out of 5 ('significant') to 5 out of 5 ('major'). The 'likelihood' ratings remain at 4 out of 5 ('likely') currently, with 3 out of 5 ('possible') as a target. This means that the total risk score is 20, with a target rating of 15.

- 1.6 A standard reporting format is used to facilitate the gathering of consistent risk information and a 5x5 matrix is used to rank the scale of risk in terms of likelihood of occurrence and impact. Firstly the current level of risk is assessed, taking into account any controls already in place to mitigate the risk. If the current level of risk is deemed unacceptable, a 'target' risk level is set and further mitigating actions introduced with the aim of reducing the risk to a tolerable and realistic level. If the current level of risk is acceptable, the target risk level will match the current rating.
- 1.7 The numeric score in itself is less significant than its importance in enabling categorisation of risks and prioritisation of any management action. Further information on KCC risk management methodologies can be found in the risk management guide on the 'KNet' intranet site.

2. Financial Implications

- 2.1 Many of the strategic risks outlined have financial consequences, which highlight the importance of effective identification, assessment, evaluation and management of risk to ensure optimum value for money.

3. Policy Framework

- 3.1 Risks highlighted in the risk registers relate to strategic priorities and outcomes featured in KCC's Strategic Statement 2015-2020, as well as the delivery of statutory responsibilities.
- 3.2 The presentation of risk registers to Cabinet Committees is a requirement of the County Council's Risk Management Policy.

4. Risks relating to the Strategic and Corporate Services (StCS) directorate

- 4.1 There are currently three directorate risks featured on the Strategic and Corporate Services directorate risk register (appendix 2), all of which are rated as 'Medium' risk. Many of the risks highlighted on the register are discussed implicitly as part of regular items to the Cabinet Committee. It should be noted that the directorate register is underpinned by risk registers for each division.

- 4.2 Since the last report in March 2016, one risk reduced in level of severity (STCS 09 - Development of client-side arrangements across StCS Directorate) from 'medium' to 'low' and has now been closed. This risk is being revised to relate to ensuring effective ongoing operation of 'client-side' commissioning arrangements across the directorate.
- 4.3 Mitigations for risks are identified and implemented on a regular basis as required.
- 4.4 Inclusion of risks on this register does not necessarily mean there is a problem. On the contrary, it can give reassurance that they have been properly identified and are being managed proactively.
- 4.5 Monitoring & Review – risk registers should be regarded as 'living' documents to reflect the dynamic nature of risk management. Directorate Management Teams formally review their risk registers, including progress against mitigating actions, on a quarterly basis as a minimum, although individual risks can be identified and added to the register at any time. Key questions to be asked when reviewing risks are:
- Are the key risks still relevant?
 - Have some risks become issues?
 - Has anything occurred which could impact upon them?
 - Has the risk appetite or tolerance levels changed?
 - Are related performance / early warning indicators appropriate?
 - Are the controls in place effective?
 - Has the current risk level changed and if so is it decreasing or increasing?
 - Has the "target" level of risk been achieved?
 - If risk profiles are increasing what further actions might be needed?
 - If risk profiles are decreasing can controls be relaxed?
 - Are there risks that need to be discussed with or communicated to other functions across the Council or with other stakeholders?

5. Recommendation

Recommendation:

The Policy & Resources Cabinet Committee is asked to consider and comment on the directorate risk register and relevant corporate risks outlined in appendices 1 and 2.

6. Background Documents

6.1 KCC Risk Management Policy on KNet intranet site.

7. Contact details

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Strategic and Corporate Services Directorate-led Corporate Risks

FEBRUARY 2017

Corporate Risk Register - Summary Risk Profile

Low = 1-6	Medium = 8-15	High = 16-25
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Risk No.*	Risk Title	Current Risk Rating	Target Risk Rating	Direction of Travel
CRR 12	Potential implications associated with significant migration into Kent	12 (Medium)	9 (Medium)	↔
CRR 17	Future financial and operating environment for local government	20 (High)	12 (Medium)	↔
CRR 23	Evolution of KCC's Strategic Commissioning Approach	12 (Medium)	6 (Low)	↔
CRR 24	Delivery of 2016/17 savings	6 (Low)	2 (Low)	↓
CRR 25	Delivery of 2017/18 savings	16 (High)	2 (Low)	New
CRR 26	Cyber and information security threats	16 (High)	6 (Low)	New

*Each risk is allocated a unique code, which is retained even if a risk is transferred off the Corporate Register. Therefore there will be some 'gaps' between risk IDs.

NB: Current & Target risk ratings: The 'current' risk rating refers to the current level of risk taking into account any mitigating controls already in place. The 'target residual' rating represents what is deemed to be a realistic level of risk to be achieved once any additional actions have been put in place. On some occasions the aim will be to contain risk at current level.

Risk ID	CRR 12	Risk Title	Potential implications associated with significant migration into Kent				
		<p>Source / Cause of Risk</p> <p>Migration to Kent is not a new phenomenon and is an inevitable outcome of being a London-peripheral authority, symptomatic of differentials in housing markets across the country and the desirability of living in the county. Welfare reform policy changes combined with an overheating London housing market continues to drive London residents to more affordable temporary and permanent accommodation in Kent.</p> <p>Over the past year, a number of London Boroughs have procured large sites to place residents in temporary accommodation into Kent.</p> <p>KCC needs to be prepared to manage the impact on local communities, and any significant additional pressure on KCC services.</p>	<p>Risk Event</p> <p>Arrival of significant numbers of vulnerable households into the county, particularly if migration is into concentrated areas.</p> <p>London Boroughs utilising higher per-capita funding and large capital/reserve budgets to procure sites in Kent to ease their overspend on housing/homelessness.</p> <p>Failure of KCC to plan with partners (Districts, Police, Health) to deal appropriately with potential consequences on Kent services.</p> <p>Failure of London Boroughs to provide information about incoming vulnerable households, e.g. those known to children's social services in accordance with statutory requirements and agreed protocols.</p>	<p>Consequence</p> <p>Potential impact on community cohesion in parts of the county.</p> <p>Additional pressure on KCC services e.g. school admissions, demand for adults and children's social care, community safety, public health.</p> <p>Impact on availability of accommodation for Kent residents, placing more pressure on services such as KSAS and/or displacing them outside of the county.</p>	<p>Risk Owner</p> <p>Corporate Management Team</p> <p>Responsible Cabinet Member(s):</p> <p>Graham Gibbens, Adult Social Care & Public Health</p> <p>Mike Hill, Community Services</p> <p>Peter Oakford, Specialist Children's Services</p> <p>Roger Gough, Education and Health Reform</p>	<p>Current Likelihood</p> <p>Possible (3)</p> <p>Target Residual Likelihood</p> <p>Possible (3)</p>	<p>Current Impact</p> <p>Serious (4)</p> <p>Target Residual Impact</p> <p>Significant (3)</p>
Control Title		Control Owner					
Welfare reform - ongoing analysis and tracking of impacts conducted by Strategy, Policy & Assurance and Strategic Business Development & Intelligence teams plus external partners to give an indication of scale of implications of reforms, feeding into a multi-agency Welfare Reform Task and Finish Group (sub-group of the Joint Chiefs) to direct any necessary co-ordinated action/response.		Vincent Godfrey, Director Strategic Business Development & Intelligence /David Whittle, Director Strategy, Policy, Relationships and Corporate Assurance					

	(SPRCA)
Policy & research updates produced periodically to aid monitoring of potential impacts	David Whittle, Director SPRCA / Vincent Godfrey, Director Strategic Business Development & Intelligence
Kent Support and Assistance Service operating as the County's local welfare assistance scheme	Mark Lobban, Director of Commissioning
A Steering Group consisting of Council Leaders, senior officers and housing leads from across all tiers of Local Government in Kent and Medway has been established to co-ordinate activity in response to London Boroughs' procurement of large sites for significant placements, including submitting amendments to the Homelessness Reduction Bill, liaising with London Councils in aspiration of better collaboration, engaging with Kent MPs for them to take this issue forward at Government level, and exploring any potential for active market intervention/disruption.	Paul Carter, Leader of the Council (KCC Lead)
Meeting held with Steering Group and Kent MPs in Westminster	David Whittle, Director SPRCA
Action Title	Action Owner
Planned Completion Date	
Director of Infrastructure to identify potential commercial properties in Kent that may be in danger of being converted into residential status	Rebecca Spore, Director Infrastructure
Meeting to take place with London Councils to improve relationships	David Whittle, Director SPRCA
	March 2017

Risk ID	CRR 17	Risk Title	Future financial and operating environment for Local Government			
Source / Cause of risk	Risk Event	Consequence	Risk Owner (s)	Current Likelihood	Current Impact	
The operating environment for local government will continue to change during the coming years, presenting both opportunities and risks for the Council and its partners / service providers. Government funding is set to continue reducing over the medium term and the business rate retention scheme due to be implemented by 2020 may present opportunities but also threat to the Council.	Additional spending demands and continued public sector austerity measures threaten financial sustainability of KCC, its partners and service providers.	Unsustainable financial situation. Potential for partner or provider failure – including sufficiency gaps in provision. Reduction in resident satisfaction and reputational damage.	All Corporate Directors	Likely (4)	Major (5)	
The Local Government, Cities and Devolution Act could have wide-ranging implications, including the potential for significant Local Government reorganisation.	Quality of KCC commissioned / delivered services suffers as financial situation continues to worsen.		Responsible Cabinet Member (s): All Cabinet Members	Target Residual Likelihood Possible (3)	Target Residual Impact Serious (4)	
The EU referendum result in June 2016 has added additional uncertainty to the environment.						
Control Title			Control Owner			
Robust budgeting and financial planning in place via Medium Term Financial Planning (MTFP) process, including stakeholder consultation.			Andy Wood, Corporate Director Finance & Procurement			
Processes in place for monitoring delivery of savings and budget as a whole.			Andy Wood, Corporate Director Finance & Procurement			
KCC Strategic Statement 2015-2020 and annual report outline key strategic outcomes that the Authority aims to achieve during this period.			Leader of the Council			
KCC Quarterly Performance Report monitors key performance and activity information for KCC commissioned or delivered services. Regularly reported to Cabinet.			Richard Fitzgerald, Business Intelligence Manager – Performance			

Ongoing oversight of implications relating to proposed Local Authority pension fund changes	Nick Vickers, Head of Financial Services	
Financial analysis of medium term Kent public sector / provider landscape conducted after each Government budget statement	Dave Shipton, Head of Financial Strategy	
Support being provided to the Leader of the County Council in his role as Chair of the County Councils Network.	David Whittle, Director Strategy, Policy, Relationships and Corporate Assurance	
Action Title	Action Owner	Planned Completion Date
Work proactively with Government regarding how the new business rate retention scheme can be most effectively implemented	Dave Shipton, Head of Financial Strategy	December 2016 (review)
Continual engagement regarding devolution between KCC, District Councils, other partners and Government	David Whittle, Director Strategy, Policy, Relationships and Corporate Assurance	July 2017
Engage with Government for a fair-funding needs formula for Grant distribution	Andy Wood, Corporate Director Finance & Procurement	June 2017 (review)

Risk ID	CRR23	Risk Title	Evolution of KCC's Strategic Commissioning Approach			
Source / Cause of risk	Risk Event	Consequence	Risk Owner	Current Likelihood	Current Impact	
The Authority is developing a strategic commissioning approach, as it looks to transform and respond to the challenging local government environment.	Insufficient programme control on key change activity.	Potential to fall short of achieving financial and non-financial benefits if changes introduced are not fully embedded.	All Corporate Directors	Likely (4)	Significant (3)	
This includes exploring alternative service delivery models as well as embedding commissioning principles for 'internally commissioned' services. This involves the development of appropriate 'client-side' arrangements.	Insufficient management capacity and / or capability in key skill areas to support sustained change. 'Client-side' commissioner arrangements not developed in time to drive effective relationships with, and performance management of, suppliers.	Disproportionate effort could be spent on areas of change that do not provide the greatest return on investment. Potential implications for staff wellbeing, morale and engagement.	Responsible Cabinet Member: Paul Carter, Leader of the Council	Target Residual Likelihood Unlikely (2)	Target Residual Impact Significant (3)	
Control Title			Control Owner			
Corporate Directors are providing managerial leadership for the change agenda and ensuring resources for delivering change are sufficient.			Corporate Directors			
Workforce planning strategy 2015-2020 and annual report outlines how the Council is planning for the future in terms of skills development, role definitions and employee mind-set. Includes action plan.			Amanda Beer, Corporate Director Engagement, Organisation Development and Design			
Staff development and Leadership & Management Frameworks established to further develop key skills, including commercial acumen, project management and contract management, across the organisation as an essential enabler of change.			Amanda Beer, Corporate Director Engagement, Organisation Design & Development			
Strategic Business Development & Intelligence function brings together activities which support effective commissioning and leads on the management of KCC's strategic contracts.			Vincent Godfrey, Director Strategic Business Development & Intelligence			
Commissioning network and toolkit in place to support development of key commissioning knowledge and			Steve Lusk, Commercial			

skills and sharing of good practice		Manager
Workforce and succession planning tools available to aid managers		Julie Cudmore, Head of Organisation Development
Skills transfer stipulations built into contracts of external efficiency partners / consultants to ensure internal staff develop relevant skills and build capability		Vincent Godfrey, Director Strategic Business Development & Intelligence
Roles and responsibilities for Officers charged with the strategic commissioning of services and those responsible for operational delivery of services have been clarified.		Corporate Directors
Action Title	Action Owner	Planned Completion Date
Rolling programme of reviews of contract management arrangements for major contracts.	Vincent Godfrey, Director Strategic Business Development & Intelligence	March 2017 (review)
Review Governance arrangements to clarify Member roles and responsibilities around the evolving strategic commissioning authority approach.	David Whittle, Director Strategy, Policy, Relationships and Corporate Assurance	July 2017
Implementation of changes to strategic commissioning arrangements as approved by County Council in January 2017	All Corporate Directors	April 2017

Risk ID	CRR24	Risk Title	Delivery of 2016/17 savings			
Source / Cause of Risk	Risk Event	Consequence	Risk Owner	Current Likelihood	Current Impact	
The ongoing difficult public finances situation and economic uncertainty continue to mean significant reductions in funding to the public sector and Local Government in particular, at a time when spending pressures on councils are increasing.	The required savings from key programmes or efficiency initiatives are not achieved.	Urgent alternative savings need to be found which could have an adverse impact on service users and/or residents of Kent. Potential adverse impact on whole-council transformation plans. Reputational damage to the council.	On behalf of CMT: Andy Wood, Corporate Director Finance & Procurement	Possible (3)	Moderate (2)	
KCC has already made significant cost savings and still needs to make ongoing year-on-year savings in order to “balance its books.”			Responsible Cabinet Member(s): John Simmonds, Finance & Procurement	Target Residual Likelihood Very unlikely (1)	Target Residual Impact Moderate (2)	
Control Title				Control Owner		
Robust budgeting and financial planning in place via Medium Term Financial Planning (MTFP) process				Andy Wood, Corporate Director Finance & Procurement		
Process for monitoring delivery of savings is in place, including a Budget Programme Board to scrutinise progress.				Andy Wood, Corporate Director Finance & Procurement		
Robust monitoring and forecasting of arrangements in place relating to the KCC budget as a whole				Andy Wood, Corporate Director Finance & Procurement		
Procedures for appropriate consultation in place when decisions relating to changes in services are being considered				Diane Trollope, Head of Engagement & Consultation/		
Controls and mechanisms remain robust				Andy Wood, Corporate Director Finance & Procurement		
Savings plans developed for all significant budget savings				Corporate Directors and Director Group		
Six monthly update reports on progress against budgeted savings presented to Governance & Audit				Corporate Directors and		

Committee		Director Group
Recruitment moratorium in place		Andy Wood, Corporate Director Finance & Procurement
Action Title	Action Owner	Planned Completion Date
Action plan to address overspend in Specialist Children's Services	Philip Segurola, Director Specialist Children's Services	March 2017

Risk ID	CRR25	Risk Title	Delivery of 2017/18 savings			
Source / Cause of Risk		Risk Event	Consequence	Risk Owner	Current Likelihood	Current Impact
The ongoing difficult public finances situation and economic uncertainty continue to mean significant reductions in funding to the public sector and Local Government in particular, at a time when spending pressures on councils are increasing.		Robust plans to achieve the required savings are not developed in time to enable implementation and realisation of benefits in 2017/18.	Urgent alternative savings need to be found which could have an adverse impact on service users and/or residents of Kent.	On behalf of CMT: Andy Wood, Corporate Director Finance & Procurement	Likely (4)	Serious (4)
KCC has already made significant cost savings and still needs to make significant ongoing year-on-year savings in order to “balance its books”.		Plans are not aligned with Cabinet Member priorities.	Potential adverse impact on council transformation plans. Reputational damage to the council.	Responsible Cabinet Member(s): John Simmonds, Finance & Procurement	Target Residual Likelihood Very unlikely (1)	Target Residual Impact Moderate (2)
Control Title					Control Owner	
Robust budgeting and financial planning in place via Medium Term Financial Planning (MTFP) process					Andy Wood, Corporate Director Finance & Procurement	
Process for monitoring delivery of savings is in place, including a Budget & Programme Delivery Board to scrutinise progress.					Andy Wood, Corporate Director Finance & Procurement	
Robust monitoring and forecasting of arrangements in place relating to the KCC budget as a whole					Andy Wood, Corporate Director Finance & Procurement	
Procedures for appropriate consultation in place when decisions relating to changes in services are being considered					Diane Trollope, Head of Engagement & Consultation	
Controls and mechanisms remain robust					Andy Wood, Corporate Director Finance & Procurement	
Indicative cash limits and savings targets allocated to Corporate Directors to allow early planning.					Corporate Directors and Director Group	
Six monthly update reports on progress against budgeted savings presented to Governance & Audit					Corporate Directors and	

Committee		Director Group
Action Title	Action Owner	Planned Completion Date
NOTE: Level of risk is expected to decrease during the year by effective operation of existing controls.		

Risk ID	CRR26	Risk Title	Cyber and information security threats			
Source / Cause of Risk	Risk Event	Consequence	Risk Owner(s)	Current Likelihood	Current Impact	
<p>The Council has a duty to protect personal and other sensitive data that it holds on its staff, service users and residents of Kent.</p> <p>KCC repels a high number of cyber-attacks on a daily basis, although organisations across all sectors are experiencing an increasing threat in recent times and must ensure that all reasonable methods are employed to mitigate them, both in terms of prevention and preparedness of response in the event of any successful attack.</p> <p>KCC's ICT Strategy will move the Authority's technology to cloud based services. It is important to harness these new capabilities in terms of both IT security and resilience, whilst emerging threats are understood and managed.</p> <p>In information terms the other factor is human. Technology can only provide a level of protection. Our staff must have a strong awareness of their responsibilities in terms of IT and information security.</p>	<p>Successful cyber-attack (e.g. 'phishing' scam) leading to loss or unauthorised access to sensitive business data.</p> <p>Significant business interruption caused by a successful attack.</p>	<p>Data Protection breach and consequent Information Commissioner's Office (ICO) sanction.</p> <p>Damages claims</p> <p>Reputational Damage</p> <p>Potential significant impact on business interruption if systems require shutdown until magnitude of issue is investigated.</p>	<p>Corporate Management Team</p> <p>Responsible Cabinet Member(s): Gary Cooke, Corporate & Democratic Services</p>	<p>Likely (4)</p> <p>Target Residual Likelihood Possible (3)</p>	<p>Serious (4)</p> <p>Target Residual Impact Moderate (2)</p>	

Control Title	Control Owner	
ICT Compliance and Risk Team operational	Michael Lloyd, Head of Technology Commissioning and Strategy	
Continual awareness raising of key risks amongst the workforce and manager oversight	All Managers / Engagement and Consultation function / Michael Lloyd, Head of Technology Commissioning and Strategy	
Electronic Communications User Policy, Virus reporting procedure and social media guidelines in place	Michael Lloyd, Head of Technology Commissioning and Strategy	
Cyber security controls in place	Kathy Stevens, ICT Compliance and Risk Manager	
Mandatory Data Protection and Information Governance training	Ben Watts, General Counsel	
Action Title	Action Owner	Planned Completion Date
Implementation of ICT Transformation Programme includes actions to further strengthen ICT resilience, with systems and software compliance with various UK Standards.	Michael Lloyd, Head of Technology Commissioning and Strategy	March 2017 (review)
Messages to encourage increased awareness of information security amongst staff are to be communicated to align with key implementation milestones of the ICT Transformation Programme.	Diane Trollope, Head of Engagement and Consultation	September 2017 (review)



Strategic and Corporate Services Risk Register

FEBRUARY 2017

Summary Risk Profile

Low = 1-6
Medium = 8-15
High = 16-25

Risk No.*	Risk Title	Current Risk Rating	Changes to Current Risk Level since September 2016	Target Risk Rating
STCS 03	Maintain a healthy and effective workforce across STCS through significant change	8 (Medium)	↔	8 (Medium)
STCS 04	Full utilisation of transactional and reporting systems	9 (Medium)	↔	6 (Low)
STCS 07	Capacity and capability challenges relating to corporate support functions	9 (Medium)	↔	6 (Low)
STCS 09	Development of client-side arrangements across StCS Directorate	CLOSED – revised risk being developed.		

*Each risk is allocated a unique code, which is retained even if a risk is transferred off the Directorate Register. Therefore there will be some ‘gaps’ between risk IDs.

NB: Current & Target risk ratings: The ‘current’ risk rating refers to the current level of risk taking into account any mitigating controls already in place. The ‘target residual’ rating represents what is deemed to be a realistic level of risk to be achieved once any additional actions have been put in place. On some occasions the aim will be to contain risk at current level.

Likelihood & Impact Scales					
Likelihood	Very Unlikely (1)	Unlikely (2)	Possible (3)	Likely (4)	Very Likely (5)
Impact	Minor (1)	Moderate (2)	Significant (3)	Serious (4)	Major (5)

Risk ID	STCS 03	Risk Title	Maintain a healthy and effective workforce across STCS through significant change			
Source / Cause of risk	Risk Event	Consequence	Risk Owner	Current Likelihood	Current Impact	
The Strategic and Corporate Services (STCS) workforce plays a vital role in supporting the organisation to run effectively and efficiently. The staff across the directorate need to be healthy, motivated and have the right skills to help the organisation develop.	Low morale or stress related to organisational change or other factors. Increased sickness levels. Failure to develop the right skills in staff. Lack of depth/resilience in key staff. Ineffective workforce/succession planning.	Negative impact on organisational effectiveness and service levels.	StCS Directorate Management Team	Unlikely (2)	Serious (4)	
				Target Residual Likelihood	Target Residual Impact	
				Unlikely (2)	Serious (4)	
Control Title			Control Owner			
Attendance management policies and training for managers in place.			Paul Royel, Head of HR			
Wellbeing initiatives and health promotions for staff			Paul Royel, Head of HR			
Employee Engagement Strategy			Paul Royel, Head of HR			
Staff Care Services			Flavio Walker, Head of Health & Safety			
Coaching and mentoring network in place			Serena Cunningham			
Managing Stress at Work Policy			Flavio Walker, Head of Health & Safety			
Suite of KPIs being monitored as early warning indicators e.g. retention, absence			Amanda Beer, Corporate Director EODD			
iResilience tools			Amanda Beer, Corporate Director EODD			
Arrangements in place for active monitoring and response to absence			Paul Royel, Head of HR			
Directorate Organisational Development Group shares best practice and facilitates communication on key OD issues			Julie Cudmore, Head of OD / Mark Scrivener, Chair of			

	Directorate OD Group
Directorate feeds in to KCC Training Plan	Julie Cudmore, Head of OD
KCC Staff Health and Wellbeing Group in place	Julie Cudmore, Head of OD
Public Health supporting and advising on the commissioning of Mental Health First Aid training.	Andrew Scott-Clark, Director Public Health
Attendance policy and practice reviewed, updated and communicated. Ongoing review as required	Paul Royel, Head of HR
ST Succession Plan created.	Paul Royel, Head of HR
Action Title	Action Owner
Planned Completion Date	
NB: Risk being contained at current level	

Risk ID	Risk Title	Full utilisation of transactional and reporting systems			
<p>Source / Cause of risk</p> <p>KCC is dependent on the ongoing development and use of systems, such as those on the Oracle platform, to maximise the efficiencies to be achieved from moving away from manual or less efficient processes and to aid the concept of the 'self-sufficient manager' in KCC. Effective systems are also necessary to extract and report on data for the purposes of making better, more informed decisions.</p>	<p>Risk Event</p> <p>Key stakeholders do not engage with the processes supported by those systems and therefore the systems are not utilised. Lack of resource to enable further development of systems.</p>	<p>Consequence</p> <p>Development will cease/be reduced which will limit opportunities to replace manual and other less efficient systems. This will result in more manual processes across the organisation limiting the potential to achieve efficiencies. The availability and reliability of the data used for business intelligence purposes could be compromised. KCC fails to improve efficiency of intelligence and makes poor decisions. Threat to the organisation's self-sufficiency agenda.</p>	<p>Risk Owner</p> <p>Amanda Beer, Director EODD, Vincent Godfrey, Director SBDI, Rebecca Spore, Director Infrastructure, Andy Wood, Corporate Director, Finance & Procurement</p>	<p>Current Likelihood</p> <p>Possible (3)</p> <p>Target Residual Likelihood</p> <p>Unlikely (2)</p>	<p>Current Impact</p> <p>Significant (3)</p> <p>Target Residual Impact</p> <p>Significant (3)</p>
Control Title			Control Owner		
Significant numbers of staff/managers are using HR self-service, i-procurement, Collaborative Planning, Oracle Business Intelligence and e-learning tools.			Amanda Beer, Corporate Director EODD Richard Hallett Andy Wood, Corporate Director Finance & Procurement		

HR, Highways and Waste dashboards now live. Procurement pilot dashboards also available.	Amanda Beer, Corporate Director EODD, Andy Wood, Corporate Director Finance & Procurement, Richard Fitzgerald, Business Intelligence Manager - Performance	
Comprehensive suite of finance dashboards now available including budgets, summary and detailed transactions, payroll, debt and commitments	Andy Wood, Corporate Director Finance & Procurement	
iProcurement system is live ensuring that payments to suppliers associated with an order/invoice will not be processed without an i-Procurement-generated purchase order (PO).	Andy Wood, Corporate Director Finance & Procurement	
Action Title	Action Owner	Planned Completion Date
Further roll-out of Collaborative Planning to achieve full coverage	Andy Wood, Corporate Director Finance & Procurement	September 2017
Implement new version of Oracle Business Intelligence reporting tool to provide improved functionality	Nancy Seaton, Oracle Systems Administrator	March 2017

Risk ID	STCS 07	Risk Title	Capacity and capability challenges relating to corporate support functions				
Source / Cause of risk	Risk Event	Consequence	Risk Owner	Current Likelihood	Current Impact	Target Residual Likelihood	Target Residual Impact
Support services across the directorate are facing the challenge of achieving challenging budget savings, maintaining day-to-day operations and playing a key role in helping the organisation through significant change. This is in addition to developing the internally commissioned Business Service Centre.	Insufficient capacity to maintain day-to-day delivery on top of supporting change. Lack of appropriate skills and competencies as the Directorate moves forward and transforms.	Levels of service drop or support for key change initiatives cannot be given in timescales. ICT resilience suffers.	StCS Directorate Management Team	Possible (3)	Significant (3)	Unlikely (2)	Significant (3)
Control Title				Control Owner			
Resource requirements reviewed regularly in light of projected workload.				StCS Directorate Management Team			
Business Capability Portfolio Board in place to oversee allocation of resources to key change initiatives.				David Cockburn, Corporate Director StCS			
Corporate Assurance team and Portfolio Delivery Managers working with project / programme managers to highlight interdependencies, including demand on corporate support services.				Mark Scrivener, Corporate Risk and Assurance Manager/Change Portfolio Delivery Managers			
Service redesigns take account of capacity and capability issues				StCS Directorate Management Team			
Bids put forward to transformation budget for additional resource				StCS Directorate Management Team			
Project based approaches being adopted and resource mapping in place where required to aid capacity planning.				StCS Directorate Management Team			

Action Title	Action Owner	Planned Completion Date
<i>Additional actions being discussed at DMT 22nd Feb</i>		