

Risk Number	RM14289					Date of update		22 September 2017		
Risk Name	Drug and alcohol performance deterioration									
Risk Owner	Diane Steiner					Date entered on risk register		07 March 2017		
Risk Description										
Action and interventions to address performance to date have not resulted in the desired outcomes.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
4	4	16	4	4	16	3	3	9	Sep-18	Amber
Tasks to mitigate the risk										
1) Performance - manage improvements with provider through Action Plan										
2) Increased capacity of commissioning - HR resource										
3) Commission and re-design										
Progress update										
1. Service Improvement Action Plan started June '16 and still being monitored through contract meetings. Raised performance with provider CO, Public Health England and CLT (01-12-16). Needs analysis completed. The provider reported on 04/01/17 that the implemented action plan will take a further 5 to 6 months before improvements are seen in the KPIs. Latest data show signs of levelling off of performance.										
2. New Public Health Deputy Director in post to lead. Recruited to PH Commissioner posts. Contracted technical expert providing additional capacity to fill gap of vacant Commissioning Manager post. New Commissioning Manager started September 2017.										
3.										
- Included in the finance monitoring report (contract pipeline) to Communities Committee January '17 and Policy and Resources Committee February '17.										
- Communities Committee agreed on 08 March 2017 for current service to be extended for six months to March 2018 and a procurement exercise to begin for new service to begin April 2018, responsibility delegated to Director of Public Health										
- Procurement project team in place, involving procurement colleagues and expert adviser from Public Health England; colleagues from Finance informe										
d. Project timeline in place and still being delivered on time. Stakeholder consultation and engagement ongoing, initial results analysed, confirming direction of travel of new spec, as does new national drug strategy. Evaluation of outline bids completed and three highest scoring bidders invited to take part in competitive dialogue in September 2017. Final submissions due 13 October, award of contract target 02 November 2017. Mobilisation planning underway with current provider, to be joined by successful bidder post award. Project risk register in place.										
As we near the point of awarding the new contract and enter into the mobilisation process - regardless of who makes the successful bid - we enter a period of potential uncertainty for the current service and its supply chain which could affect performance. Additionally, while we are very positive about the likelihood of securing a high quality final bid, there remains a risk in any process of this kind. The likelihood level of performance not improving was raised to 'probable' in last month's report and the target date extended to six months after the start of the new contract in April 2018 (there is a six month time lag in performance data).										

Risk Number	RM13974					Date of update		20 September 2017		
Risk Name	Failure to assure standards of operational competency for fires in the built environment.									
Risk Owner	Les Britzman					Date entered on risk register		13 October 2011		
Risk Description										
Standards of operational competency for fires in the built environment need to be maintained to avoid staff being exposed to avoidable risk of harm. Why is it important to manage this risk area? It is essential to manage the operational competency of Fire Officers operating in the built environment, and ensure that the facilities and training are in place that support the development of skills required for Fire Officers to operate as safely as possible.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
4	4	16	3	4	12	3	2	6	Mar-18	Amber
Tasks to mitigate the risk										
<p>This is a complex Risk which requires an integrated work programme to deal with elements of the risk :</p> <ul style="list-style-type: none">- Workforce Development programme delivered to schedule.- Development and delivery of Breathing Apparatus training.- Introduction of "Live Fire" training.- Risk file information accurate and up to date - format for all key risk premises. (National model for risk information PORIS due in place end of Summer 2017)- Undertake Incident Command Breathing Apparatus (ICBAO) training and associated monitoring (complete and ongoing).- Implementation of "Lessons learned" from local and national incidents integrated into review processes (Serious Incident Review system in place and audits planned against lessons learned).- Operational reviews and actions undertaken for all significant incidents (complete and ongoing monitoring).- Quarterly monitoring of core skills levels. Part of Maintenance of Competence (MOC) Framework and Policy (In place and ongoing plus audit due by end of Summer 2017)- PDRPro software removed and move to recording of work place performance in parrallel to MOC framework - (moved back in house). Training plans via Team Performance Meetings 1:1. Indicator 13 reviewed at strategic level which takes non competent staff "off the run".										
Progress update										

Progress update

Live Fire Unit Update:

The building has been commissioned and the new format of fire training has already begun and has proved successful. Discussions are ongoing with North Norfolk District Council to discuss any potential restrictions and adaptations that may be required.

Work is quite advanced in examining options to mitigate the impact of restrictions – these include examining the use of gas cribs and simulated smoke which would still allow quality and realistic training. Further work underway to examine Site B on Scottow for Fire behaviour Units for use when wind is unfavourable at main Site A. Funds available and planning permission feasibility to be considered with Scottow planning team.

The Local Government Ombudsman Investigation has now concluded with no recommendations. NFRS have appointed a project manager to progress completion of the revised training delivery methodology and control measures. The project plan will now be updated and reported via NFRS Programme management.

Risk Number	RM14181					Date of update		20 September 2017		
Risk Name	Single points of knowledge and a lack of capacity to respond to major incidents									
Risk Owner	Sophie Leney					Date entered on risk register		23 October 2015		
Risk Description										
Limited service capacity could lead to enforcement areas where there are single points of knowledge. Loss of key individuals would then result in an inability to deliver the appropriate service and increased pressure on remaining staff. Current staff have limited ability to respond to a major incident (such as a food safety alert or animal disease outbreak such as avian influenza).										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
2	5	10	2	5	10	1	5	5	Sep-17	Green
Tasks to mitigate the risk										
<p>*L&D planning 17/18 to prioritise risk reduction.</p> <p>*Collaborative working with Suffolk CC Trading Standards to build in resilience including joint L&D delivery, cross border authorisations, disease response and sharing of expertise.</p> <p>*Develop improved links with partners via the Norfolk Food Liaison Group to increase resilience to respond to major food incidents and share learning opportunities.</p> <p>* Review staffing requirements with regard to the Norfolk Resilience Forum (NRF) Animal Disease Contingency Plan and identify NCC/other partners to enable appropriate mobilisation. Undertake an animal disease contingency planning exercise with NRF partners to gauge resilience and ability to respond.</p> <p>*To work with NFRS to adopt good practice and to provide command support in the event of a major incident.</p> <p>*Take steps to fill identified short falls in qualification and lapsed competency through qualification management, recruitment and L&D planning.</p> <p>* Ensure plans in place to address shortfalls identified by qualification and competency checks.</p>										
Progress update										
<p>We measure the proportion of Trading Standards Officers/Managers who hold necessary qualifications and current competencies to be authorised to deliver the TS Service priorities (as set out in the Control Strategy and as required by statute). The target is 100%. The proportion in April 2017 is 97% which is 3% > than December's 94%.</p> <p>Training and shadowing opportunities continue to target shortfall areas. Investigation initiation material amended to improve competency across both civil and criminal offence identification. Resilience to manage animal disease outbreak to be addressed to support Business Food and Farming Manager.</p> <p>The Avian Influenza outbreak in February 2017 and the prevailing Avian Influenza outbreak has allowed a collaborative joint service response to be put into practice. The effective working practices adopted will be reviewed and captured to form the basis of an MOU for mutual support during times of disease outbreak.</p>										

Risk Number	RM14130a		Date of update		24 September 2017					
Risk Name	Lack of consistency and delivery of IMT related systems and services									
Risk Owner	Steve Miller		Date entered on risk register		18 August 2017					
Risk Description										
Lack of consistency and delivery of IMT related systems and services could lead to a breakdown to service delivery to the public, loss of credibility, and non-realisation of savings for Cultural Services.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	3	9	3	3	9	2	3	6	Mar-18	Amber
Tasks to mitigate the risk										
Ongoing discussions with IMT to improve communications, forward planning, and identifying ways of resolving ICT issues with the minimum of Service disruption. Ongoing discussions with third party providers to ensure service levels are maintained.										
Progress update										
Plans are in place in terms of frequent communication to mitigate against potential disruption to Norfolk Record Office and Norfolk Museums Service sites from weekend power-downs and ICT outages out-of-hours and during public holidays.										

Risk Number	RM14130b					Date of update		29 August 2017		
Risk Name	Lack of consistency and delivery of IMT related systems and services									
Risk Owner	Ceri Sumner					Date entered on risk register		18 August 2017		
Risk Description										
Lack of consistency and delivery of IMT related systems and services could lead to a breakdown to service delivery to the public, loss of credibility, and non-realisation of savings for Community, Information, and Learning Services.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	3	9	3	3	9	2	3	6	Mar-18	Amber
Tasks to mitigate the risk										
Ongoing discussions with IMT to improve communications, define priorities and identify ways of resolving ICT issues. Ongoing discussions with third party providers to ensure service levels are maintained.										
Progress update										
Norfolk Community Learning Services (NCLS) (previously Adult Education) systems and processes have been established and staff are being trained. While the systems under NLIS control are running reasonably well, there remain issues with the NCC wide systems which impact on services and on income eg printers in libraries. Plans in place to mitigate against potential disruption to the NLIS from weekend power-downs and ICT closure during public holidays.										

Appendix A

Risk Number	RM14223			Date of update			14 September 2017			
Risk Name	Payment Card Industry compliance of call monitoring system									
Risk Owner	Andrew Blaxter			Date entered on risk register			10 March 2015			
Risk Description										
The current call monitoring system is not up to current PCI compliance standards, potentially leaving the organisation exposed from a compliance perspective.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	5	15	2	3	6	1	3	3	Nov-17	Amber
Tasks to mitigate the risk										
New call monitoring capability will be brought in from November 2017.										
Progress update										
Voice and data contract awarded. Updata have produced a Project Initiation Document (PID) and solution.										
Implementation has been rolled back from April 2017 to November 17.										
Finance looking at new payment system, where calls transferred to an automated service, removing all PCI risk of card data.										