

Corporate Risk Register - Norfolk County Council																					
Risk Register Name			Corporate Risk Register														Red				
Prepared by			Thomas Osborne																		
Date of review and/or update			July 2016																		
Next update due			August 2016																		
CDG	Area	Risk Number	Risk Name	Risk Description	Date entered on risk register	Original Likelihood	Original Impact	Original Risk Score	Current Likelihood	Current Impact	Current Risk Score	Tasks to mitigate the risk	Progress update	Target Likelihood	Target Impact	Target Risk Score	Target Date	Prospects of meeting Target Risk Score by Target Date	Risk Owner	Reviewed and/or updated by	Date of review and/or update
C	Adult's Services	RM014b	The savings to be made on Adult Social Services transport are not achieved.	The risk that the budgeted savings of £3.8m to be delivered by 31 March 2017 will not be achieved.	04/11/2015	3	3	9	4	3	12	As part of reviews and reassessments identify the potential to reduce transport costs, eg by using local services that meet needs, using mobility allowance/motability vehicles - and work with individuals to achieve this. Travel and Transport continually review the transport networks, to look for integration and efficiency opportunities, and reprocure transport. Work with Norse to reduce transport costs and ensure the fleet is used efficiently and effectiveliy.	Project set up in ASSD. One FTE in Travel and Transport now dedicated to helping ASSD transport savings programme. Regular data and costs are being sent to ASSD managers. Titan (Travel Independent Training Across the Nation) training is being piloted from October eg so that people can use public transport by themselves. Reviewing business case following detailed costings to refurbish a centre in Thetford to provide day services for younger people with complex Learning Difficulties in that area rather than them having to travel long distances which will result in savings. Engagement events held to encourage transport providers to sign up to Trusted Traders for Transport so that where people are able they can arrange and pay for transport themselves and it is being promoted in Your Norfolk. Data has been analysed by the project team and potential savings identified, but the teams haven't got the capacity to do the reassessments of service users at pace and people didn't apply for	2	3	6	31/03/2017	Red	Janice Dane	Janice Dane	28/09/2016
C	Adult Services (Lead Director) Shared Re-procurement of social care system for Adults, Children's and Finance Departments -	RM019	Failure to deliver a new fit for purpose social care system on time and to budget.	Major risks include: 1) Being unable to resource the project to meet the April 2018 deadline 2) Setting a scope that is either too ambitious or not challenging enough 3) The market may not provide an affordable solution 4) It may be difficult to establish costs and fund the project 5) National and local agendas may cause our requirements to change radically between procuring and implementing the system 6) Corporate governance may be challenging to establish standard requirements for a complex project involving users from 5 council departments and 3 committees.	24/02/2016	4	5	20	3	5	15	1) Create and cost a resource and preliminary staffing structure profiled across years, and recruit to posts 2) Ensure scope is effectively challenged through staff, management and member consultation 3) Ensure the procurement route and SoR is clearly specified to appeal to the widest group of contractors that have a developed product that delivers Adults, Childrens and Finance 4) Ensure costs and resource plans are challenged reviewed by an external expert 5) Consult effectively with partners and stakeholders to ensure intelligence is captured and fed into the procurement requirements and within the implementation phases 6) Develop and review effective corporate governance to ensure service requirements are fed into the scope and Statement of Requirements.	1) Recruitment to key posts undertaken. 2) The project scope has been reviewed by the SCS Management Board and by CLT. 3) Contract awarded August 2016. 4) Cost, resource plans and the Statement of Requirements have been challenged and reviewed by an external ICT consultant and changes have been made to take these into account. 5) The Project Team is consulting with management groups, stakeholders and OLAs and is maintaining a watching brief on the development of Government and professional body agendas 6) Governance models developed in the preliminary stages have been reviewed in consultation with the Managing Director and Corporate Leadership Team and those changes are being implemented. 7) Data migration approach has been agreed by JLAG and CLT.	1	4	4	30/06/2018	Green	Catherine Underwood	Janice Dane	08/06/2016
C	Adult's Services	RM020a	Failure to meet the long term needs of older people	If the Council is unable to invest sufficiently to meet the increased demand for services arising from the increase in the population of older people in Norfolk it could result in worsening outcomes for service users, promote legal challenges and negatively impact on our reputation.	01/04/2011	3	4	12	3	4	12	• Invest in appropriate prevention and reablement services • Integrate social care and health services to ensure maximum efficiency for delivery of health and social care • The Building Better Futures Programme will realign and develop residential and social care facilities. Adult Social Services has a new more cost effective model for meeting peoples' needs based on Promoting Independence.	• The Norsecare development at Bowthorpe opened in April 2016. • The department is delivering Promoting Independence, the new strategy for Adult Social Services: keeping people independent in their homes, meeting their needs in the local community and reducing the need for paid services. An Interim Promoting Independence Strategy and Delivery Director has been appointed to help deliverthe strategy. • The department has invested in more reablement staff so that additional people can be reabled, needing either no home care or smaller packages of care. • Agreement reached with the CCGs about Better Care Fund.	2	4	8	31/03/2017	Amber	Catherine Underwood	Janice Dane	26/09/2016
C	Adult's Services	RM020b	Failure to meet the needs of older people	If the Council is unable to invest sufficiently to meet the increased demand for services arising from the increase in the population of older people in Norfolk it could result in worsening outcomes for service users, promote legal challenges and negatively impact on our reputation. With regard to the long term risk, bearing in mind the current demographic pressures and budgetary restraints, the Local Government Association modelling shows a projection suggesting local authorities may only have sufficient funding for Adult's and Children's care.	11/10/2012	5	5	25	4	5	20	• Implement a new model for social care • Invest in appropriate prevention and reablement services • Integrate social care and health services to ensure maximum efficiency for delivery of health and social care • The Building a Better Future Programme will realign and develop residential and housing with care facilities • Ensure budget planning process enables sufficient investment in adult social care . • Adult Social Services is implementing a new more cost effective model for meeting peoples' needs based on Promoting Independence.	The Adult Social Care mitigating tasks are relatively short term measures compared to the long term risk, i.e. 2030, but long term measures are outside NCC's control, for example Central Government policy. The department is implementing Promoting Independence which will radically change Adult Social Services in Norfolk. The overall objective is: improving when and how people can get information and advice locally; helping people to meet their needs locally; helping people to be independent; a strengths based approach; and in turn reducing the number of social care assessments that Norfolk carries out and the amount of funded services provided. Strengths based training has been rolled out to all social care practitioners in Adult Social Services . An Interim Promoting Independence Strategy and Delivery Director has been appointed to help deliver the change.	2	4	8	31/03/2030	Amber	Catherine Underwood	Janice Dane	26/09/2016