

Corporate Risk Register - Norfolk County Council																									
	Risk Register Name		Corporate Risk Register																		Red				
	Prepared by		Thomas Osborne																		Amber				
	Date of review and/or update		May 2016																		Green				
	Next update due		June 2016																		Met				
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 amount spent on adult social care transport at significant variance to predicted best estimates	Rising transport costs, the nature of the demand-led service (particularly for adults with special needs) and the inability to reduce the need for transport or the distance travelled will result in a continued overspend on the adult social care transport budgets and an inability to reduce costs.	04/11/2015	3	3	9	4	3	12	Work with Adult Services to reduce the amount of transport needed, including highlighting high cost cases and unusual journey requirements. Continually review the transport networks, to look for integration and efficiency opportunities. Work with Norse to reduce transport costs and ensure the fleet is used efficiently and effectively. Look for further, more innovative, ways to plan, procure and integrate transport.  Overall risk treatment: reduce	One FTE in H&T now dedicated to helping ASSD transport savings programme. Regular data and costs are being sent to ASSD managers. ASSD have set up project governance and are working on analysing activity data, but problem remains that reviews of service users are not taking place quickly enough to progress change - ASSD SMT are aware.	2	3	6	31/03/2017	Red	Janice Dane	Catherine Underwood	02/03/2016				
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 (NEW)	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 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 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 SoR  overall risk treatment: reduce	1) Staffing and non-staffing estimates were calculated and profiled and approved by Adults, Children's and policy and Resources Committees by February 2016 2) The project scope has been reviewed by the SCS Management Board and by CLT 3) The SoR is being constructed and consulted on with a deadline of end of March 2016. The SoR will be reviewed for sign-off by management teams, selected stakeholders, CLT and the Members Working Group 4) Cost and resource plans 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.	1	4	4	30/06/2018	Green	Harold Bodmer	John Perrott	26/02/2016				
C	Adults Services (NEW)	RM020a	Failure to meet the long term needs of older people (NEW)	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.	23/03/2016	5	5	25	4	5	20	1) Take steps to protect the Purchase of Care budget when budget planning prior to 2014-17. 2) Invest in appropriate prevention and reablement services 3) Integrate social care and health services to ensure maximum efficiency for delivery of health and social care 4) Ensure budget planning process enables sufficient investment in adult social care particularly in year 3 of current plan. 5) Continue to manage needs within available budget; to identify and deliver savings in the Adult Social Care budget plan. ensure the issues are understood and discussed corporately. 6) Developing and implementing a new strategy for adult social care promoting independence, with a focus on prevention and early intervention in order to manage demand for formal care services.  Overall risk treatment: reduce	1) The Council has implemented a 2% precept which has allowed for the protection of prevention services in Adult Social Care, however significant savings will need to be made in purchase of care. 2) Additional investment has been made in reablement services in order to respond to 100% of appropriate referrals from April 2016. 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. 3) Integrated management of community health and care teams in in place supported by a programme to deliver benefits through integration. 4) Budget planning process will adress investment in adult social care. 5) Although steps have been taken to protect the Purchase of Care budget in previous budget planning, the proposals for 2014-18 have had to include savings from the Purchase of Care budget. It proved difficult to make the savings in 2015-16 and the savings have not been fully achieved. Savings delivery plan is being put in place for 2016/17. 6) The Adult Social Care Committee has approved Promoting Independence as the new approach to adult social care. The full model and implementation plan are in development. The overall objective is: improving when and how people can get information	2	4	8	31/03/2030	Amber	Harold Bodmer	Janice Dane	30/03/2016				

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C	Adults Services (NEW)	RM020b	Failure to meet the needs of older people (NEW)	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.	23/03/2016	3	4	12	3	4	12	1) Invest in appropriate prevention and reablement services 2) Integrate social care and health services to ensure maximum efficiency for delivery of health and social care 3) The Building a Better Future Programme will realign and develop residential and social care facilities. 4) Adult Social Services has a new more cost effective model for meeting peoples' needs based on Promoting Independence.  Overall risk treatment: reduce	1) Cost of care exercise is coming to a conclusion and will set the usual price for care in 2016-17. 2) The Care Act has been deferred to 2020. This could impact significantly on both eligibility for services and reduced service user contributions. 3) Following the setting up of Norse Care in April 2011 the Building a Better Future 15 year transformation programme of the previous in house residential homes has reprovided three residential homes in the Eastern locality with Lydia Eva Court and is building a development at Bowthorpe to open later in 2016. The department is setting up Trusted Traders who provided financial advice. Actions are in place to deliver the 2016-17 savings but there are risks associated with the savings, and they were not achieved fully in 2015/16. The Purchase of Care budget and the department are forecast to overspend in 2015-16. 4) The department is working on 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. Some of the CCGs have stated that they will not be cutting as much money into the Better Care Fund as	2	4	8	31/03/2017	Amber	Harold Bodmer	Janice Dane	30/03/2016	