Report of the Executive Director (Core Services)

AUDIT COMMITTEE – 6th December 2017

STRATEGIC RISK REGISTER – Full Review October 2017

1. Purpose of the Report

1.1 This brief covering note presents the draft Cabinet Report for the latest review of the Strategic Risk Register (SRR), which has been programmed for consideration by Cabinet on the 10th January 2018.

1.2 This report forms part of the Audit Committee's assurance process where it was agreed that following the completion of each review of the SRR, the Audit Committee considers the latest iteration of the SRR, and where appropriate, provides comment.

2. Recommendation

2.1 It is recommended that the Audit Committee:

I. Considers, and comments accordingly on the outcomes of the recent review of the SRR, in relation to the management, challenge and development of the SRR;

II. Considers whether any further information regarding the SRR review process is required from the Risk and Governance Manager;

III. Considers whether any further information is required from specific Risk Owners, or Risk Mitigation Action Owners regarding the progress towards managing and mitigating SRR risks; and,

IV. Confirms whether the Committee wishes to continues to receive periodic updates as to the progress of the actions taken and their impact on the SRR, or whether the Committee requires a deeper level of assurance that could be provided through the provision of a more detailed or focused report.

Contact Officer: **Risk and Governance Manager**
Telephone: **01226 77 3119**
Date: **16th November 2017**

CABINET – 10th January 2018

STRATEGIC RISK REGISTER – Full Review October 2017

1. Purpose of the Report

1.1 The Strategic Risk Register (SRR) contains those high level risks which are considered to be significant potential obstacles to the overall achievement of the Council's corporate objectives.

1.2 Like all risk registers, it is important that the SRR remains up to date and is reviewed regularly in order to accurately reflect the most significant risks to the achievement of corporate objectives and facilitate timely and effective mitigations of those risks.

1.3 Following a review of the SRR in March 2017, a further review of the SRR was undertaken in October 2017. The outcomes of that review are detailed in the body of this report.

2. Recommendation

2.1 It is recommended that:

i. Cabinet confirms that the high level strategic risks articulated within the SRR fully reflect the current position of the Council; and,

ii. Cabinet considers the content of this report, and continues to commit to support the Corporate Risk Management process and the embedding of a Risk Management culture within the organisation.

3. Introduction and Background

3.1 The Introduction and background to the SRR is now included as Appendix One to this report. This details:

- The context of the SRR in relation to the broader governance arrangements in place;
- The importance of the SRR in relation to embedding Risk Management within the Council;
- The management of the SRR;
- The content of the SRR; and,
- The review process to ensure the SRR remains a vibrant and dynamic document;

4. Risk Profile

4.1 The table below sets out the distribution of the SRR risks across the six concern rating classifications:

Risk Concern Rating	Number of Risks (as at Oct 2017)	Percentage (as at March 2017)	Number of Risks (as at March 2017)	Percentage (as at March 2017)	Number of Risks (as at Oct 2016)	Percentage (as at Oct 2016)
1	1	5%	0	0%	0	0%
2	3	15%	3	16%	4	20%
3	6	30%	5	26%	6	30%

Risk Concern Rating	Number of Risks (as at Oct 2017)	Percentage (as at March 2017)	Number of Risks (as at March 2017)	Percentage (as at March 2017)	Number of Risks (as at Oct 2016)	Percentage (as at Oct 2016)
4	8	40%	9	47%	9	45%
5	2	10%	2	11%	1	5%
6	0	0%	0	0%	0	0%
Total	20	100%	19	100%	20	100%

4.2 The total number of risks logged in the SRR has increased by one since the last review in March 2017 (risk 4103 – Waste PFI – Insurance Risk) which has been added to the SRR following its escalation from the operational risk register for BU6 (Environment and Transport).

4.3 Details of the average risk category score for the SRR, from the 'zero-based' review in March 2013 are detailed below:

	Period									
	Mar 2013	Oct 2013	Feb 2014	Sept 2014	Feb 2015	Oct 2015	Mar 2016	Oct 2016	Mar 2017	Oct 2017
Average Risk Concern Rating	3.70 ➔	3.47 ↓	3.47 ➔	3.35 ↓	3.5 ↑	3.47 ↓	3.37 ↓	3.35 ↓	3.52 ↑	3.45 ↓

4.6 The slight variance in the average concern rating is directly attributable to the inclusion of risk 4103, allied to the changes to risk 3794, detailed in section 5.3.2 of this report.

5. Outcomes of the October 2017 Review

5.1 Significant / 'Red' Risks:

5.1.1 Risk 3026: Failure to achieve a reduction in health inequalities within the Borough:

Risk:	**Risk Owner:**
Risk 3026 – Failure to achieve a reduction in health inequalities within the Borough.	Director of Public Health
Consequences:	
Health inequalities persist. Life expectancy in Barnsley remains well below the national average. Such health inequalities challenge not just the health and social care services but every one interested in the future prosperity and well-being of the borough. *For more information, see Appendix Five.*	

As per previous reports, this risk is currently logged as having a 'Concern Rating' of 2. It is important to note that despite this risk having been allocated a 'red' concern rating, it is recognised that population based outcome measures are often slow and difficult to change.

5.1.2 Risk 3792: Failure to be prepared to assist in the event of an emergency resilience event in the region:

Risk:	**Risk Owner:**
Risk 3792 – Failure to be prepared to assist in the event of an emergency resilience event in the region.	Director, Core Services
Consequences:	
Recent emergencies relating to industrial actions and flooding proves there is still an inappropriate	

reliance on the increasingly limited resources of the HS&ERS to manage and lead on the management of emergency events. *For more information see Appendix Five.*

5.1.3 Risk 3793: Failure to ensure that appropriate disaster recovery arrangements are in place to ensure the Council is able to recover in the event of a business continuity threat or incident:

Risk:	**Risk Owner:**
Risk 3793 – Failure to ensure that appropriate disaster recovery arrangements are in place to ensure the Council is able to recover in the event of a business continuity threat or incident	Director, Core Services
Consequences:	
In the event of a business continuity threat the Council will be unable to recover in an effective manner resulting in lost time and resources. Inability for customers to be able to access services and a lack of access to IT systems to enable employees to undertake their duties effectively. *For more information see Appendix Five.*	

5.1.4 Risk 4103 – Waste PFI – Insurance Risk:

Risk:	**Risk Owner:**
Risk 4103 – Waste PFI – Insurance Risk	Director, Place
Consequences:	
Increased insurance premiums applied to Waste PFI Operators are passed back to the Partnership. This in turn would pressure on the MTFS as currently no additional finance is available to fund any increase experienced by the Waste PFI Operator. Possible exposure to the Partnership of around £1.5m. *For more information see Appendix Five.*	

5.2 New / Emerging Risks:

5.2.1 There is one new risk logged on the SRR, detailed in section 5.1.4 of this report.

5.2.2 During discussions with the Service Director (Financial Services and S151 Officer), the Executive Director, Core Services, the Executive Director, Place and the Service Director (Economic Regeneration) it was agreed to consider the implications of the Councils Town Centre development (the 'Glassworks' project) in terms of its significant financial and reputational implications for the Council. It is likely this matter will be further explored during late 2017, with a new risk being included in the next iteration of the register.

5.3 Other Material Changes:

5.3.1 There are no risks logged on the SRR that have improved since the last review in March 2017.

5.3.2 Risk 3794 ('Failure to influence the governance arrangements underpinning and controlling the emerging City Region Deal Devolution Deal enable an appropriate blend of risk and reward for the Council) was concern rating '4', and is now logged with a concern rating '3. This reflects developments with regard to the Devolution Deal for Barnsley and South Yorkshire. The risk title / description have also been revised to reflect the current situation regarding regional devolution:

'Failure to ensure the Council is able to develop governance arrangements that allow for risks and rewards relating to devolution and devolved authority to be properly explored and assessed to allow for assurances to be provided to stakeholders and other interested parties that appropriate benefits

are being offered and realised from the devolution deal that improve Barnsley borough and the wider region'

5.3.3 Details of all SRR risk concern ratings, including a direction of travel indicator to provide details of the 'trend' of the SRR risk profile are included as Appendix Two to this report.

5.4 Risk Mitigation Actions

5.4.1 The following risk mitigation actions have been logged as being 'red':

5.4.2 Risk 3792: Failure to be prepared to assist in the event of an emergency resilience event in the region:

Risk:	**Risk Owner:**
Risk 3792 – Failure to be prepared to assist in the event of an emergency resilience event in the region.	Director, Core Services
Mitigation:	
Await feedback from SD BU6 following analysis of Community Flood Plans by Head of H&S – outstanding due to structural changes within BU6 – Darton and Darfield Bridge Flood Plan completed, other Area Plans outstanding	

5.4.3 Appendix Three details the completed risk mitigation actions following the October 2017 review.

5.4.4 Appendix Four details those risk mitigation actions that are new following the October 2017 review.

6. Other Significant Changes to the SRR

7.1 Other significant changes to the SRR have been highlighted in bold text, and included within Appendix Five of this report.

7. Assurance

7.1 This report and the SRR (which is attached to this report as Appendix Five) itself will be submitted to the Audit Committee at their meeting of 6th December 2017, in order to provide assurances that these significant risks are being managed appropriately.

7.2 The Audit Committee have expressed a clear interest in receiving assurance from Cabinet that appropriate challenge and scrutiny of corporate risk management arrangements take place, and engagement with significant risks through reports on the SRR will be a key source of assurance. The Audit Committee will be informed of the outcomes of Cabinet's consideration of the SRR.

8. Future Review of the SRR

8.1 Future review of the SRR are now programmed with other governance related reports such as those relating to Corporate Finance and Performance Management in order for Cabinet to receive and consider these governance related reports as a broad suite of documents.

9. Delivering Corporate Plan Ambitions

9.1 The SRR lists those significant risks which could impact upon the delivery of the Council's priorities and objectives, as set out in the Council's Corporate Plan. Risks within the SRR are directly linked

to the Corporate Plan in order to ensure that the register is focused upon those risks which are considered to be significant potential obstacles to the achievement of corporate objectives.

10. Risk Management Issues

10.1 The report focuses on the further development of the SRR and the contribution this will make to the embedding of a risk management culture throughout the Council.

10.2 Failure to develop the SRR will present a significant risk to the successful implementation of the required Risk Management culture within the Council.

11. Financial Implications

11.1 There are no specific financial implications arising directly from this report, although there is often a cost in taking (or not taking) specific action that was identified through the risk management process. Most individual Cabinet Reports have financial implications and so the application of good risk management practices is vital to ensure the most effective use of resources.

12. Appendices

Appendix One: **SRR Introduction and Background**
Appendix Two: **Direction of Travel / Trend Report**
Appendix Three: **Completed Risk Mitigation Actions**
Appendix Four: **New Risk Mitigation Actions**
Appendix Five: **Full SRR as at October 2017**

13. Background Papers

13.1 Various papers and electronic files and risk registers are available for inspection at the Westgate Plaza One offices of the Council.

Contact Officer: **Risk and Governance Manager**
Telephone: **01226 77 3119**
Date: **16th November 2017**

1. Introduction

1.1 The embedding of a culture where Risk Management is considered a part of normal business process is crucial to the delivery of the Risk Management Policy and Strategy and the implementation of good governance arrangements.

1.2 A robust and dynamic SRR sets the culture and tone for Risk Management across and throughout the Council. The engagement of the Senior Management Team (SMT) in the Risk Management process through their ownership and review of the SRR demonstrates a strong commitment to lead and champion Risk Management 'from the top' and to further reinforce the continuing development of a Risk Management culture.

1.3 The risks in the SRR are owned by SMT, with the management of individual risks being allocated to a Risk Manager (a member of SMT) and measures to mitigate risks allocated to Risk Mitigation Action Managers (being those senior managers best placed to take responsibility to drive the implementation of those actions).

1.4 SMT is also responsible for ensuring that the SRR continues to express those high level risks which have a significant bearing upon the overall achievement of corporate objectives and that they are being appropriately managed.

1.5 In order to provide assurances that the SRR is being appropriately managed, reviews of the register are facilitated by the Risk and Governance Manager on a six monthly cycle. The results of these reviews are then presented to the Council's Directorate Risk Champions, and reported to SMT for further consideration and challenge. The outcomes of these processes are then reported to the Audit Committee, and subsequently, Cabinet.

1.6 This report provides a summary to Cabinet of the recent review, and highlights specific issues and actions for consideration. This ensures Senior Elected Members are aware of the SRR and can contribute to its development. The consideration of the SRR by Cabinet also contributes towards the role of Elected Members in assisting in the development of strategy and contributing to the identification of high level strategic risks, rather than simply monitoring the management of the Risk Management process.

2. Background and Context to the March 2016 Review

2.1 The review that has recently been completed is the fifth review of the SRR, which was significantly refreshed, following a 'zero-based' review of the SRR in March 2013.

2.2 The current review included:

- **Consideration of the current expression of the Risk:**
  Risk Owners are encouraged to consider risks in terms of Event > Consequence > Impact, and these are logged within the 'Risk Title' and 'Risk Consequences' fields.

- **Consideration of links between Corporate Priorities, Outcomes and Risks:**
  Each Risk is clearly linked to a Corporate Priority, and these are logged in the 'Priority' field.

Clear links between Corporate Outcomes and Risks have been identified and logged in the 'Existing Control Measures' field, to demonstrate the relevance of risks to the Council's performance management framework.

- **Consideration of the level of 'Concern' for each Risk:**
  Clearly, all risks logged in the SRR are significant. A 'traditional' quantative risk assessment of all SRR risks has been undertaken, and all of the risks logged in the SRR have been assessed as being 'red' due to their high rating in terms of probability and / or impact.

  Whilst risk mitigation actions are in place, and efforts are being made to ensure the intended benefits of such risk mitigation actions are realised, the actual positive impact of these mitigations can often be hard to express in terms of the risk assessment itself, and ultimately, what are contextually small positive impacts on such significant risks may simply result in the *maintenance* of the assessment, rather than actually *improving* it.

  As part of the 'zero-based' review of the SRR in March 2013, the use of a 'Concern Rating' was implemented. This qualitative assessment gives the Risk Owner, or SMT collectively, the opportunity to consider the following dynamic elements of the risks, rather than focusing on the traditional probability and impact based assessments:

Concern Rating	Description
1 - Red	Little confidence the Risk can be improved; Unachievable Objective; Difficult to Influence; or, Out of Tolerance.
2 - Red	Concern is between Rating 1 and Rating 3.
3 – Amber	Some confidence the risk can be improved; Moderately achievable Objective; Possible to Influence; or, Barley Tolerable.
4 – Amber	Concern is between Rating 3 and Rating 5.
5 – Green	Confident the Risk can be improved; Achievable Objective; Easily Influenced; or, Tolerable.
6 – Green	Concern Rating is less than 5.

- **Consideration regarding *existing* Risk Mitigation Actions, as well as consideration of any *new* Risk Mitigation Actions:**
  Each risk mitigation action is allocated a red, amber or green rating, on a similar basis as the Risk Concern rating. Risk mitigation action owners are asked to provide an assessment as to the overall progress and achievement of each of these actions. Of note is the fact that some risks may be logged as being 'amber' or in some circumstances, 'red' in terms of the overall 'Concern Rating', but risk mitigation actions may be logged as 'green'. The implication of this is that the actions being taken are on track, but due to factors such as the 'long-tail' nature of some risks, the action may be something that is aimed at *maintaining* the risk, rather than *improving* it.

  Similarly, some risks may be logged as having a 'Concern Rating' of 'green', with actions logged as being 'amber' or in some circumstances, 'red'. This reflects that whilst the risk itself may be acceptable, the actions themselves may be less so. In these circumstances, attention should be given to ensuring the action is resourced to ensure it is able to deliver the intended outcomes. This is in addition to the '% complete' field which is included within the register.

- **Consideration of Future Council Activity:**
  As part of the current review, SRR Risk Owners were asked to consider the implications of the transition to the Future Council model, in terms of the ownership and positioning of the risk, along with any issues arising that may affect the delivery of risk mitigation actions.

2.3 Consideration was also given during each update meeting with Risk Owners regarding any new or emerging risks that should be considered, or any risk areas that may be developing that could influence the consideration of exiting risks.

Appendix Two: Direction of Travel / Trend Report

Risk Number	Risk Title	Oct 2017	Mar 2017	Oct 2016	Mar 2016	Sept 2015	Feb 2015	Sept 2014	Feb 2014	Oct 2013	June 2013
3021	Failure to build the Economy of Barnsley	Closed -	Closed -	Closed -	Closed -	Closed -	Closed -	3 ⇔	3 ⇔	3 ⇔	3 -
3022	Inability to direct Corporate Strategy	3 ⇔	3 ⇔	3 ⇔	3 ⇔	3 ⇔ 2	3 ⇔	3 ⇔	3 ⇔	3 ⇔	3 -
3023	Failure to engage with Stakeholders	4 ⇔	4 ⇧	3 ⇔	3 ⇔	3 ⇔	3 ⇧	2 ⇩	3 ⇔	3 ⇔	3 -
3024	Lack of Educational Attainment	4 ⇔	4 ⇔	4 ⇧	3 ⇔	3 ⇩	4 ⇔	4 ⇔	4 ⇔	4 ⇧	3 -
3025	Failure to Safeguard Vulnerable Service Users	3 ⇔	3 ⇔	3 ⇔	3 ⇧	4 ⇔	4 ⇔	4 ⇔	4 ⇔	4 ⇔	4 -
3026	Failure to achieve a reduction in health inequalities within the Borough	2 ⇔	2 ⇔	2 ⇔	2 ⇔	2 ⇔	2 ⇔	2 ⇔	2 ⇔	2 ⇔	2 -
3027	Failure to manage Organisational Change ('Risk of destabilisation of the Organisation')	5 ⇔	5 ⇔	5 ⇔	5 ⇔	5 ⇔	5 ⇔	5 ⇔	5 ⇔	5 ⇔	5 -
3028	Workforce planning issues	3 ⇔	3 ⇔	3 ⇔	3 ⇔	3 ⇔	3 ⇔	3 ⇔	3 ⇔	3 ⇩	4 -
3029	Failure to Safeguard Information	4 ⇔	4 ⇔	4 ⇔	4 ⇔	4 ⇔	4 ⇧	3 ⇔	3 ⇔	3 ⇩	4 -
3030	Failure to be prepared for an emergency response or business continuity threat	Closed -	Closed -	Closed -	Closed -	2 ⇔	2 ⇔	2 ⇩	3 ⇔	3 ⇩	4 -
3031	Strategic Performance, Governance or Compliance failure	4 ⇔	4 ⇔	4 ⇔	4 ⇔	4 ⇔	4 ⇔	4 ⇔	4 ⇔	4 ⇔	4 -
3032	Failure of Partnership Working / Supply Chains	Closed -	Closed -	Closed -	Closed -	Closed -	Closed -	4 ⇔	4 ⇔	4 ⇔	4 -
3033	Failure to adapt the Authority into a sustainable organisation ('Failure to maintain current Services)	4 ⇔	4 ⇔	4 ⇔	4 ⇔	4 ⇔	4 ⇧	3 ⇔	3 ⇔	3 ⇩	4 -
3034	Failure to deliver the Medium Term Financial Strategy ('Failure of the Future Council to be able to deliver the required level of savings')	4 ⇔	4 ⇔	3 ⇧	3 ⇩	4 ⇩	5 ⇔	5 ⇔	5 ⇔	5 ⇔	5 -
3035	Loss of assets and resources as a result of one-off incident of fraud / corruption / bribery or a sustained or widespread occurrence	3 ⇔	3 ⇔	3 ⇔	3 ⇔	3 ⇔	3 ⇔	3 ⇩	4 ⇔	4 ⇩	5 -
3047	Failure to protect the population from preventable health threats	3 ⇔	3 ⇔	3 ⇔	3 ⇔	3 ⇔	3 ⇔	3 ⇔	3 ⇔	3 ⇔	3 -
1630	Equal Pay Claims	Closed -	Closed -	Closed -	Closed -	Closed -	3 ⇔	3 ⇔	3 ⇔	3 ⇧	2 -
3514	Failure to be able to deliver the ambitions and outcomes associated with the Customer Service Organisation (CSO) Programme	5 ⇔	5 ⇧	4 ⇔	4 ⇔	4 ⇔	4 -	-	-	-	-
3543	Failure to ensure the adequate supply of land for housing and commercial property growth	4 ⇔	4 ⇔	4 ⇔	4 ⇔	4 ⇧	3 -	-	-	-	-
3699	Failure to ensure the Council's commercial / trading arm is effective in its operations, and is a well governed organisation	4 ⇔	4 ⇔	4 ⇔	4 ⇔	4 -	-	-	-	-	-

Risk Number	Risk Title	Oct 2017	Mar 2017	Oct 2016	Mar 2016	Sept 2015	Feb 2015	Sept 2014	Feb 2014	Oct 2013	June 2013
3792	Failure to be prepared to assist in the event of an emergency resilience event in the region	2 ⇔	2 ⇔	2 ⇔	2 -	-	-	-	-	-	-
3793	Failure to ensure that appropriate disaster recovery arrangements are in place to ensure the Council is able to recover in the event of a business continuity threat or incident	2 ⇔	2 ⇔	2 ⇔	2 -	-	-	-	-	-	-
3794	Failure to ensure the governance arrangements underpinning and controlling the emerging City Region Deal Devolution Deal enable an appropriate blend of risk and reward for the Council	3 ⇔	4 ⇔	4 ⇔	4 -	-	-	-	-	-	-
3842	Failure to ensure the transfer of 0-19 services that are coming back into Council control ensure customers remain safe, there is continuous service and that during and after the transition period customers remain safe	Closed -	Closed -	2 -	-	-	-	-	-	-	-
4103	Waste PFI – Insurance Risk	1 -	-	-	-	-	-	-	-	-	-

Risk Number	Risk Name	Risk Mitigation Action
3047	Failure to protect the population for preventable health threats	Internal governance and assurance arrangements for the use of the Public Health Grant across the Council are necessary to assure PH England and the Department of Health that the grant is being used to improve public health outcomes – indicators in place and agreed across Directorates. Priority areas now agreed and spending is now in accordance with requirements. Further work to be done to improve reporting arrangements between BMBC PH and PHE and to mitigate removal of ring fence in 2019
3792	Failure to be prepared to assist in the event of an emergency resilience event in the region	Top 5 service Business Continuity Plans passed to IS to identify IT implications and requirements - met with IT managers - Head of System Management dealing with broad resilience arrangements, Head of Code Green dealing with service related resilience - new overarching BCP developed with gaps relating to BU6 and analysis undertaken to feed into Disaster Recovery Plans
3793	Failure to ensure that appropriate disaster recovery arrangements are in place to ensure the Council is able to recover in the event of a business continuity threat or incident	Analysis of top 5 service Business Continuity Plans which have been passed to Information Services to identify IT implications and requirements from Health and Safety and Emergency Resilience Service - initial analysis undertaken which suggests that the level of detail required is lacking - feeding back to Health and Safety and Emergency Resilience Service
		Undertake weekend (minor incident) testing, and undertake annual (major incident) testing of IT resilience - currently mapping priority disaster recovery systems against BMBC Resilience Plans - replacement server equipment obtained - now looking for an appropriate location for it to be placed
		Business Continuity Plan in draft format, corporate Business Continuity Plan being investigated. Disaster Recovery Plan being investigated. Meeting to be arranged between SD IT, Head of Health and Safety and Risk and Governance Manager to begin unpicking Disaster Recovery and Business Continuity issues
3028	Workforce planning issues	Delivery of Future Council Workforce Development Strategy
3029	Failure to safeguard information	Information flow mapping activities to ensure compliance with General Data Protection Regulations 2018
		Training of new Caldicott Guardian - Head of Public Health
3034	Failure to deliver the Medium Term Financial Strategy, associated KloE / Budget / Efficiency savings and other financial assumptions	Monitoring of MTFS (17/18) - budget savings agreed, need to refer back to Members for final approval of 3 year framework
		Financial Monitoring (17/18) to ensure delivery is in line with plan - overspends being identified and picked up with relevant SD

Risk Number	Risk Name	Risk Mitigation Action
		Review of MTFS to be undertaken - to ensure relevance, materiality and appropriateness, including assumptions regarding the Council's Financial and Capital Plan (17/18) - 2018/19 and 2019/20 plans have been considered and approved by Full Council
3035	Loss of assets and resources as a result of a one-off incident of fraud / corruption / bribery or sustained or widespread occurrences.	A) Ensure there is an adequate and appropriate relationship between IA, HR, Legal and the Police to respond to any incident - to be refreshed as part of the establishment of the new BMBC Anti-Fraud Team, led by the Corporate Anti-Fraud Team within IA - Contacts renewed in March 2017 and Police protocol refreshed
3699	Failure to ensure the Council's commercial / trading arm is effective in its operations, and is a well governed organisation	Increase the availability of commercial skills and awareness within BMBC Workforce including the skills and organisational discipline to vet Business Cases - Leadership Programme includes consideration of Commercial skills and the development of a 'Commercial Acumen Toolkit' and some courses offered via BBIC
		Development of ILAH Action Plan to identify lessons to be learnt

Risk Number	Risk Name	Risk Mitigation Action
3793	Failure to ensure that appropriate disaster recovery arrangements are in place to ensure the Council is able to recover in the event of a business continuity threat or incident	Immediate / 24 hour priority services were received via H&S and shared with IT Business Relationship Managers who have completed an initial analysis with Business Units. Identified priorities were then aligned with IT systems with the external data centre. This is now being mapped by the Enterprise Architect team to identify technical dependencies and the 'top' 30% - full discovery and planning session with the Infrastructure Team is planned for October 2017 with a first draft of the recovery order being developed for November 2017
		Following development of recovery order, consider testing arrangements
3027	Failure to manage organisational change - 'Risk of Destabilisation of the Organisation'	Corporate Talk-Abouts being developed for April 2018, Directorate / Business Unit led Talkabout sessions being developed for 2018, also Tell us What you Think month planned for November 2017 and internal Employee Survey being trialled in 2018
3028	Workforce Planning Issues	Delivery of Organisational Improvement Strategy including oversight and governance arrangements being delivered by Organisational and Improvement Board 17/18
		Workforce Planning arrangements now embedded into Business Unit Planning - monitoring of impact 17/18
3029	Failure to Safeguard information	Activities to ensure compliance with General Data Protection Regulations 2018: • high level action plan monitored weekly; • quick reference guides drafted (consent, processing child data, individual rights and privacy notices; • Review of all policies underway; • Elected Members mandatory training; • SharePoint intranet portal for IS and GDPR resources in place; • Data Protection Officer job profile drafted and waiting evaluation; • Cyber security software tender drafted - ready for market by November 2017.
		PSN Compliance - review being undertaken in December 2017
3033	Failure to adapt the Authority into a sustainable organisation - 'Failure to maintain current services'	Corporate Talk-Abouts being developed for April 2018, Directorate / Business Unit led Talkabout sessions being developed for 2018, also Tell us What you Think month planned for November 2017 and internal Employee Survey being trialled in 2018
3034	Failure to deliver the Medium Term Financial Strategy, associated KloE / Budget / Efficiency savings and other financial assumptions	Working with Budget Managers to further embed and exploit SAP Business Planning and Consolidation (BPC) - new guidance being developed to encourage further use of BPC by Budget Mangers

Risk Number	Risk Name	Risk Mitigation Action
		Working with Budget Managers to develop SAP Business Objects - proof of concept developed and agreed with Service Directors and Budget Managers - now working with BU15 (Business Improvement and Communications) and BU12 (Information Technology) to identify a solution - blueprinting and road mapping being developed
		Fair Funding Review - setting a new baseline funding allocation for BMBC which will deliver an up-to-date assessment of the relative need of BMBC, examine the relative resources of BMBC, focus initially on the services currently funded through the local government finance settlement, and be developed through close collaboration with local government to seek views on the right approach
		Monitoring of Adult Social Care costs and implications - gaps in Government funding for adult social care resulting in significant pressures on the ability to commission Adult Social Care in Barnsley
		Business Rates Review - pressures such as Business Rates Revaluation, Small Business Rates Relief, Reductions for Estimated Charitable Relief, Empty Properties, Enterprise Zones and Appeals
4103	Waste PFI – Insurance Risk	To continue dialogue with the PFI Operator. Internal Risk and Governance team are to be brought on board from all three partners - ongoing conversations with Insurers and development of working group