

## RISK MANAGEMENT – STRATEGIC RISKS

Risk	Underlying Cause	Severity	Probability	Comments & Control Development
		LMH		
<i>Business Continuity</i>				
The lack of adequate plans to ensure the Business Continuity of County Council operations	This risk refers to any event which might cause major disruption to the continuity and delivery of WCC operations and business activities.	H	L	The County Council Business Continuity Plan has been prepared. Chief Officers have undertaken a desktop emergency planning exercise. Departmental representatives have allocated staff to four levels of response teams (initial response, 2 to 24 hours, and beyond). Departmental plans are scheduled to be complete by November 2005. An alternative site for key staff has been identified and surveyed. Corporate co-ordination has included a focus on the necessary investment required to resource a sufficient level of ICT capacity to guarantee business continuity, during a period of disruption. The IT Disaster Recovery plan is in its final stages and will be completed shortly
<i>Supply, Demand and Cost</i>				
Failure to manage the overall budget for adult and children's care placements in 2005-06 and subsequent years.	Market pressures and the rising number of complex cases significantly affect the County Council's ability to influence or control the continuing increase in costs of services for children, disabled people and elderly people.	H	H	This is being addressed within the County Council during relevant contract review and renewal in the context of the prospective Procurement Strategy. Block contracts for adult care are being implemented during 2005. Alternative options are subject to further review, to promote independent living without recourse to residential care. The Children's Placement Strategy addresses this area of risk. A team is established to review care placements and management processes. Many improvements are in place already in terms of children's placement practice and through the development of an in-house Crisis Intervention Service.
<i>Management of Complex and Large Changes</i>				
Not achieving desired efficiencies and service improvements described in the Corporate Plan.	This risk refers to identified critical paths for the various projects not being achieved. This could relate to difficulty in achieving critical dependency relationships with major projects managed outside the Change Programme, insufficient capacity to deliver change programme and/or insufficient resource allocation.	H	M	Key control mechanisms include the strategic oversight of CMB and CPG, the key monitoring and problem solving role of the Make It Happen Group (MIHG), and the specific programme and project management arrangements for the Change Programme. Control development is reflected in the attention to the broadening of the scope of the Change Programme to encompass major organisational development and the incorporation of action to drive forward efficiency at a strategic level. A Programme Office for the Change Programme has been established. Goals and priorities to be included in the

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				Corporate Plan 2006 are subject to assessment by relevant Chief Officers of their risk, capacity and resourcing implications.
Cost overruns on major capital projects reducing reserves and ability to deliver capital expenditure plans. For example, construction risks on the new Heritage Centre.	Overall size of Capital Programme increases the potential for this risk. Completion of complex, high cost major projects such as the new Heritage Centre, within timescale and on budget is an unavoidable risk.	H	M	Early identification of any problem is assisted by monthly meetings of the Capital Working Group. Corporate management of Capital Programme has been effective to date in terms of minimisation of cost overruns, underspends and other aspects of monitoring and control A Construction contract has been awarded for the Heritage Centre - good project management arrangements are in place with corporate involvement.
Failure to improve IT infrastructure to maximise our ability to deliver service improvements	Risk factors could be under-investment and lack of business-aligned ICT strategy	H	M	Phasing of ICT projects to reflect capacity and criticality has been carried out by CPG and also with Cabinet Members. Budget preparation for 2005-06 incorporated phasing and prioritising considerations. The Customer First Partnership is chaired by the Leader and has pioneered the joint procurement of customer relations IT infrastructure A new Head of ICT was appointed to strengthen management and direction and the post holder has taken forward the IT Strategy for the County Council.
Failure of Partners and Partnerships				
Failure of partnership working to deliver joint service objectives	Instability of some of the County Council's partner agencies, combined with as yet not well-established or proven governance arrangements to protect individual partners' investment.	H	M	Control developments have included the effectiveness of Customer First as a customer focussed partnership spanning many agencies in Wiltshire, chaired by the Leader of the County Council. Prospective control developments include development of the role of the Strategic Board. LPSAII targets when negotiations are completed with ODPM and agreed will have a close relationship with the Strategy for Wiltshire and will be subject to careful consideration of governance accountability at the level of the Strategic Board. The Strategy for Wiltshire is to be subject to more structured performance management arrangements (The potential Local Area Agreement will give a sharper focus to partnership working on priorities). Careful analysis has been given to the basis on which the County Council is to enter the LIFT agreement with the Health service. The Financial situation of the PCTs is a continuing cause of concern and analysis of actual or potential cost shunting is being undertaken. In this area of joint working, careful attention to monitoring of partnership performance is critical and

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				Executive level vacancies in the PCTs have been identified to CMB as being an area of concern. Direct high level contact with the PCTs occurs regularly.
Failure of major contractors to deliver joint service objectives	Risk factors could arise in relation to a contractor's business that affects their strategic management or operational capacity, during the period of an established contract. Major delivery partners include Sodexho, Vivista, Wiltshire Highways and the Order of St John (OSJ).	M	M	Major delivery partners include Sodexho, Vivista, Wiltshire Highways and the Order of St John (OSJ). The development of the Commissioning Strategy for Social Care provides an overall framework for partnership delivery of commissioned social care. Social care procurement arrangements have been acknowledged to have improved. Increased high level contact is to be established with major contractors to communicate the Council's priorities and policy principles
Poor Performance				
Failure to achieve landfill reduction targets for waste, resulting in large fines	This risk relates to the European landfill directive. Fines have been set at £150 per tonne. As with most counties, the Council is significantly exposed to this risk. Work has started on options to increase diversion of bio-degradable waste from landfill.	M	H	Cabinet Members and Chief Officers have been briefed on medium and longer term financial penalties arising from Landfill Tax, and action put in place to increase diversion of biodegradable waste from landfill The Corporate Plan incorporates a Waste To Energy Plan as a major project to contribute to the overall strategy, plus recycling campaigns and kerbside collection initiatives. Waste is a significant theme in joint working with major partners across Wiltshire.
Death or Serious Injury from Negligence or Failure				
Failure to safeguard against significant injury/death of pupils/young persons	A risk factor would be a lack of adequate risk assessment or supervision on school and youth service trips and activities.	H	L	Confirmation is taking place to check that schools are operating the planning and risk assessment system thoroughly and consistently before undertaking school trips (therefore identifying potential sources of confirmation e.g. Health & Safety Audit)