1.	**Meeting:**	Cabinet
2.	**Date:**	14 March 2012
3.	**Title:**	Corporate Risk Register
4.	**Directorate:**	Resources

5. Summary

Attached to this report is the current corporate risk register summary. The summary shows the risks associated with the Council's most significant priorities and projects, and actions being taken to mitigate these risks.

The Council's key current risks continue to relate to the financial pressures faced by the Council. The report summarises the management actions that are being taken to mitigate these and other risks in the register.

6. Recommendations

Cabinet is asked to:

- **note the corporate risk register summary attached at Appendix A**

- **confirm the current assessment of the Council's top four corporate risks**

- **indicate any further risks that it feels should be added to the risk register**

7   Proposals and Details

7.1   Format
This report contains the latest position on the Corporate Risk Register. The corporate risk register summary is attached at **Appendix A**. The corporate risk register summary reflects the current risk assessments for each corporate priority or project in the corporate risk register.

This covering report highlights the top four inherent risks.

There are 3 overall categories of risk (RED, AMBER, GREEN) representing varying degrees of exposure. Each category contains a range of risk scores, so there are varying degrees of risk within each category. Appendix A shows the risk category and score for each priority or project included in the register before and after risk mitigation actions.

7.2   Top four inherent risks
The risk register summary shows risks in descending inherent risk order, to emphasize the most significant risks faced by the Authority. The top four inherent risks are:

- Managing Government budget reductions - unable to maintain key services due to budgetary limits.

Cabinet and Strategic Leadership Team (SLT) are meeting on a regular basis to consider the options available and, ultimately, Cabinet will make decisions that ensure the Council can provide priority services within available resources. Cabinet and SLT are close to identifying a budget for 2012/13 that will meet Government budget reductions.

- Unable to deliver effective Children's Services within budget.

Ongoing action is being taken by management to provide services within the budget available. Cabinet is being kept informed of the relevant financial challenges as part of the budget monitoring and budget setting processes and makes decisions accordingly.

- Funding of the Digital Region Project to provide comprehensive broadband facilities across South Yorkshire

The company (Digital Region Ltd), four South Yorkshire Councils and Government Department for Business, Innovation and Skills are continuing to assess options for the project.

- Sustaining improvement in Children's Services post DFE intervention

Relevant monitoring and scrutiny of progress is being conducted by Members and management, and action plans varied according to any emerging issues. Positive progress is being made and reflected in positive outcomes and inspection feedback.

The summary at Appendix A provides more details of the actions being taken to mitigate these and other risks recorded in the corporate risk register.

7.3   Key developments / changes during the period

Significant developments and changes since the previous version of the corporate risk register are as follows:

- Realising benefits from the RBT Partnership

The Council has reached agreement with BT over the early completion of the RBT partnership and the return of services to the Council, providing the Council with more flexibility to refine the services and develop shared services to the benefit of the Council. Consequently, the inherent and current risk scores have been reduced.

- Civic Accommodation

The completion of civic accommodation and relocation of staff into Riverside has been 'downgraded' from a corporate level risk to be managed as a Resource Directorate risk, as the work has now been substantially and successfully completed.

- Property rationalisation / extension of Worksmart

The Council can secure cost savings by reducing its ownership of property and maximising the use of retained properties. A strategic for achieving savings is being drafted and will require Members' approval if savings are then to be realised. The extension of Worksmart to all staff operating outside of central properties (eg Riverside and the service centres) will be a key facilitator of property rationalisation.

8.   Finance

The risks contained in the register require ongoing management action. In some cases additional resources may be necessary to implement the relevant actions or mitigate risks. Any additional costs associated with the risks should be reported to the SLT and Members for consideration on a case by case basis.

9.   Risks and Uncertainties

It is important to review corporate risks on an ongoing basis, to ensure risks relating to the Council's key projects and priorities are effectively monitored and managed by the Strategic Leadership Team and Members.

10.   Policy and Performance Agenda Implications

Risk Management is part of good corporate governance and is wholly related to the achievement of the objectives in the Council's Corporate Plan.

11.   Background Papers and Consultation

This report reflects the latest updates provided by the respective 'lead officers'.

Contact Names:
Colin Earl, Director of Audit and Asset Management, x22033
Andrew Shaw, Insurance and Risk Manager, x22088

Appendices
A   Corporate Risk Register Summary

APPENDIX A: SUMMARY CORPORATE RISK REGISTER

No	Risk	Pre Controls 1-25	Lead officer Key Actions/Updates	Post Controls 1 -25	Links to Corporate Priorities
0027	Managing Government budget reductions - unable to maintain key services due to budgetary limits	25	**Andrew Bedford** • High priority, driven through Strategic Leadership Team and Cabinet • Further actions to mitigate budget reductions are being identified	16	**All Priorities**
0022	Unable to deliver effective Children's Services within budget	25	**Joyce Thacker** • Additional funding for 2011/12 resulting in a balanced budget • Continuing monitoring and review of pressures into 2011/12 • Review of all service provision and structures continues. • Continuous monitoring of budget and reporting to SLT / Cabinet.	16	**Priority 2 -** Providing quality education … **Priority 3** - Care and protection for those people who need it most …
0033	Funding of the Digital Region Project to provide comprehensive broadband facilities across South Yorkshire	20	**Andrew Bedford** • South Yorkshire Councils are adopting a proactive approach to the project, including support • Ongoing work with the Company and Central Government on options available	16	**Priority 1:** No community left behind

No	Risk	Pre Controls 1-25	Lead officer Key Actions/Updates	Post Controls 1-25	Links to Corporate Priorities
0021	Failure to sustaining improvement in Children's Services	20	**Joyce Thacker** • Unannounced inspection provided positive feedback • Peer challenge taking place Oct2011 • Positive feedback received from the peer challenge. Action plan for the implementation of recommendations has been developed and is currently being actioned. • Positive attainment results achieved in 2011	12	**Priority 2 -** Providing quality education … **Priority 3** - Care and protection for those people who need it most …
0004	Costs of Capital Programme- significant consequences on revenue budget	16	**Andrew Bedford** • Financial details within Medium Term Financial Strategy • Regular monitoring, review and reporting taking place	12	**All Priorities**
0030	Schools Collaboration- impact of schools commissioning on LA services	16	**Joyce Thacker** • A report has been taken to Cabinet to advise Members of the risk and possible implications • The Strategic Director has communicated with Head Teachers and Chairs of Governors regarding implications of collaboration and purchasing • Monitoring of schools appetite for change is ongoing.	12	**Priority 2 -** Providing quality education …

No	Risk	Pre Controls 1-25	Lead officer Key Actions/Updates	Post Controls 1 -25	Links to Corporate Priorities
0031	Free Schools and other school arrangements could reduce LA provision and associated funding and could, therefore, adversely affect the Council's ability to support sustained improvement in attainment	16	**Joyce Thacker** • A report has been taken to Cabinet to advise Members of the risk and possible implications • CYPS is currently 'mapping' future educational need based on proposed new free school in the borough.	12	**Priority 2 -** Providing quality education …
0003	Availability of resources to carry out Schools Capital Investment programme	16	**Andrew Bedford** • DfE decision on funding ensures that the Council can now allocate resources appropriately • Awaiting analysis of further Government statements on funding • Developing strategies for Capital Investment in conjunction with schools, academies, diocese and relevant government bodies	9	**Priority 2 -** Providing quality education …
0009	Failure to effectively implement personalisation in Adult Social Services	16	**Tom Cray** • Budget proposals and efficiency proposals are being put into place	8	**Priority 3** - Care and protection for those people who need it most …

No	Risk	Pre Controls 1-25	Lead officer Key Actions/Updates	Post Controls 1 -25	Links to Corporate Priorities
0012	Local Government Reform (LGR) implementation Plan – Failure to implement reforms	16	**Andrew Bedford** • All current statutory requirements are being met • Many provisions of the Act are "enabling legislation". Options will be explored through further Member development programme and sessions for relevant officers • Reports on Planning and Housing have been considered by Members • Impact for "Commissioning" will need to be assessed when draft Regulations are published covering Community Right to Challenge • Police Reform & Social Responsibility Act will impact on governance and community safety following election of a Police Commissioner in the Autumn 2012 • Health & Social Care and Welfare Reform legislation will be enacted in the near future with implementation date of April 2013 • Local Government Finance Bill published with expected commencement date of April 2013	6	**All Priorities**

No	Risk	Pre Controls 1-25	Lead officer Key Actions/Updates	Post Controls 1 -25	Links to Corporate Priorities
0002	Failure to deliver the waste management strategy	**12**	**Karl Battersby** • PFI project plan in place • Financial closure Summer 2011 • Outline planning permission on preferred site due autumn 2011	**6**	**Priority 5** Improving the Environment
0013	Failure to commission services that will meet the needs of communities effectively and / or achieve efficiency savings.	**12**	**Andrew Bedford** • High level reviews are being carried out • Re-commissioning of Children's Services to achieve VFM and improved commissioning and procurement practice	**6**	**Priority 3** - Care and protection for those people who need it most …
0019	Failure to fully realise benefits of the RBT partnership before completion	**12**	**Andrew Bedford** • Transition arrangements being discussed • Developing new forward plan	**6**	**All Priorities**
0024	Community Stadium – failure by RUFC to secure funding to develop the site and construct the stadium	**12**	**Karl Battersby** • Site purchased • Construction by RUFC in progress	**6**	**Priority 4** Helping to create safe and healthy communities

No	Risk	Pre Controls 1-25	Lead officer Key Actions/Updates	Post Controls 1 -25	Links to Corporate Priorities
0029	Failure to maintain Highways to a sufficient standard	12	**Karl Battersby** • Approval given for additional funding • Target of 5% increase in efficiency by May 2011 • Implementation of new working arrangements wef 1 July 2011 is resulting in improvements in operational efficiency now being realised • £3m prudential borrowing in place which will be drawn down over 3 years	6	**Priority 5** Improving the Environment
0035	Failure to minimise property ownership and maximise the use of retained properties. Failure to maximise savings and benefits from the roll out of WorkSmart arrangements to all relevant staff.	12	**Andrew Bedford** • Asset management strategy being drafted • Future options for extending Worksmart to staff in non-central buildings, to facilitate further property rationalisation	6	**Priority 5** Improving the Environment