

# Appendix A

Profile of Current Strategic Risk Scores

RED	4, 4c, 21a, 27, 40, 52
AMBER	6a, 6b, 22a, 38a, 42a, 50, 53
GREEN	

## Summary Strategic Risk Register @ November 2019



**Ambition 1**  
High aspirations



**Ambition 2**  
Healthy lives



**Ambition 3**  
Skills



**Ambition 4**  
High quality  
education



**Ambition 5**  
Safe  
communities



**Ambition 6**  
Excellent and  
affordable public  
transport



**Ambition 7**  
Housing to meet  
needs



**Ambition 8**  
Community life,  
leisure centres  
& entertainment





**Ambition 9**  
Location of choice  
for business and  
growth




**Ambition 10**  
Reputation  
for getting  
things done


[IL1: PROTECT]


Risk Ref	Risk Title and Description	Previous risk score (Aug 2019)	Movement in risk score	Current risk score (Nov 2019)	Target risk score and date	Comment																														
4 07/12	<b>Children's Social Care</b> If the council does not put in place robust arrangements and receive appropriate assurances to ensure that the Sandwell Children's Trust addresses the areas of poor or inconsistent performance, as outlined by Ofsted, with rigour and pace, then the council will fail in its responsibilities to: <ul style="list-style-type: none"><li>Safeguard vulnerable children</li><li>Promote and improve the outcomes of children in its care</li><li>Manage any adverse financial consequences arising from the failure to create favourable outcomes for children within the resources available to it</li><li>Improve the continued adverse affect on the council's reputation.</li></ul> Risk owner – Lesley Hagger Cabinet Member – Councillor Underhill  <b>Ambitions impacted: 1, 2, 3, 4 and 5</b>	12 (red)		12 (red)	8 (amber)  Requires Improvement by 2020 Good by 2022	Although now being delivered by Sandwell Children's Trust, children's social care services continue to be one of the council's top priorities.  At the last meeting of the Committee, the Executive Director for Children's Services briefed members on the arrangements in place to manage this risk which included the Strategic and Operational Partnership Boards (SPB and OPB); the performance and reporting against the Service Delivery Contract and the 15 agreed performance indicators (KPIs); the Improvement Board and regular Ofsted monitoring visits.  The Department for Education (DfE) has commissioned external advice to provide some independent challenge to both the Trust and the Council about funding obligations. This work will also help inform and shape the role for the client function, for which recruitment will commence following completion of the work by People 2.  A review of the KPIs has commenced and will form part of the contract review in 2020.  Overall, performance since the establishment of the Trust has seen improvements in a number of areas. The risk continues to be assessed as red until a period of consistent improvement and embedment can be evidenced. A full re-inspection of children's services has been confirmed for Spring 2020 and this will be a key source of assurance on the improvements made and will be used to inform the reassessment of the risk at that time.																														
		<table><tr><td rowspan="5">Likelihood</td><td>4</td><td></td><td></td><td></td><td></td></tr><tr><td>3</td><td></td><td></td><td></td><td>12</td></tr><tr><td>2</td><td></td><td></td><td></td><td></td></tr><tr><td>1</td><td></td><td></td><td></td><td></td></tr><tr><td></td><td>1</td><td>2</td><td>3</td><td>4</td></tr><tr><td colspan="6">Impact</td></tr></table>					Likelihood	4					3				12	2					1						1	2	3	4	Impact			
Likelihood	4																																			
	3				12																															
	2																																			
	1																																			
		1	2	3	4																															
Impact																																				

Risk Ref	Risk Title and Description	Previous risk score (Aug 2019)	Movement in risk score	Current risk score (Nov 2019)	Target risk score and date	Comment																														
4c 02/18	<b>Demand for Children’s Social Care</b> If the rate of demand and pressures on children’s social care (experienced nationally and locally) continue to increase at the same or at a higher rate than that experienced during 2017/18, then without a national funding solution and improved children’s social care services, this will have a detrimental impact on the financial resilience of Sandwell Children’s Trust	16 (red)		16 (red)	12 (red)  April 2020	<p>This risk recognises the continued significant concerns being raised nationally in respect of the increasing demand and pressure on children’s social care services and the detrimental impact this is having on councils with statutory responsibility for children’s social care. As such, the failure to put in place a national solution to this problem is presenting a risk to many councils. It is to be hoped that government understands this and takes action as part of the comprehensive spending review.</p> <p>The Contract Sum that has been agreed between the council and the Trust, put in place significant additional funding to address budgetary pressures experienced during 2017/18. Despite this, demand has continued to increase, with a continued significant increase in the number of Children in Care being experienced across the borough, although there has been some reductions in numbers in quarter 2. Discussions between the council and the Trust about how this is being managed are regular and ongoing.</p> <p>Regular meetings are taking place with the council’s s151 and the Trust is working to provide more detailed information to the council to enable the council to have a better understanding of the figures and the current and future years financial pressures, which have also been discussed at the Budget Board meeting with the Leadership team in November.</p> <p>The Trust is developing a medium term financial plan, which will be presented to Budget Scrutiny Board once drafted.</p>																														
	<p>Risk owner – Lesley Hagger Cabinet Member – Councillor Underhill and Councillor Ali</p> <p><b>Ambitions impacted: All Ambitions 1-10</b></p>	<table><tr><td rowspan="5">Likelihood</td><td>4</td><td></td><td></td><td></td><td></td></tr><tr><td>3</td><td></td><td></td><td></td><td></td></tr><tr><td>2</td><td></td><td></td><td></td><td></td></tr><tr><td>1</td><td></td><td></td><td></td><td></td></tr><tr><td></td><td>1</td><td>2</td><td>3</td><td>4</td></tr><tr><td colspan="6">Impact</td></tr></table>				Likelihood	4					3					2					1						1	2	3	4	Impact				
Likelihood	4																																			
	3																																			
	2																																			
	1																																			
		1	2	3	4																															
Impact																																				

Risk Ref	Risk Title and Description	Previous risk score (Aug 2019)	Movement in risk score	Current risk score (Nov 2019)	Target risk score and date	Comment
6a 10/07	<b>Emergency Planning</b> If the council does not put in place effective arrangements to plan and mitigate against national, regional or local emergencies as defined by Part 1 of the Civil Contingencies Act 2004 (CCA) then this will result in: <ul style="list-style-type: none"> <li>Actual or anticipated failure to adequately protect vulnerable persons</li> <li>Failure to support the emergency services</li> <li>Loss of public confidence in the council</li> <li>Failure to fulfil Civil Contingencies Act responsibilities</li> </ul> Risk owner – Alison Knight Cabinet Member – Councillor Crompton  <b>Ambitions impacted: 2, 5, 10</b>	8 (amber)		8 (amber)	8* (amber)	Since the last update to the Committee, the following actions have taken place in the management of this risk: <ul style="list-style-type: none"> <li>A debrief report on exercise 'Quickbeam' (which was held in March 2019 and included a simulated Incident Management Team exercise and live rest centre exercise) has been finalised which shows that no areas of concern or immediate actions were highlighted.</li> <li>Officers from the council's communications team have been engaged in the review of the Local Resilience Forum's communication plan which is expected to be completed by March 2020.</li> <li>The resilience team is represented on the council's Brexit Group and is also a part of the Local Resilience Forum where Brexit is being discussed in terms of emergency planning and reporting to government on any key issues in the region.</li> <li>Completion of the review of the national emergency plan for fuel.</li> <li>Working with the Commonwealth Games team to ensure resilience during the games and the lead up to them. This work has included agreement on the risk governance arrangements that will be in place.</li> </ul> The mitigations that have been implemented and currently in place provide some assurance that appropriate measures are in place to manage this risk. This risk will continue to be monitored on an ongoing basis and given that control over the likelihood of emergencies is not within the council's control, the risk is likely to stay at amber.


Likelihood	4				
	3				
	2				8
	1				
		1	2	3	4
Impact					



Risk Ref	Risk Title and Description	Previous risk score (Aug 2019)	Movement in risk score	Current risk score (Nov 2019)	Target risk score and date	Comment																															
6b 04/18	<p><b>Business Continuity Management (BCM)</b></p> <p>If the council does not develop, review, monitor and test plans and capabilities (including the resilience of its supply chains and the power supply arrangements for the data centre at the council house) that seek to maintain the continuity of key functions in the event of an unplanned disruptive incident, then it will be unable to perform critical business functions which will impact the provision of council services and result in potential financial loss and loss of public confidence in the council.</p> <p>Risk owner – Alison Knight/ Alan Caddick Cabinet Member – Councillor Crompton</p> <p><b>Ambitions impacted: All Ambitions 1-10</b></p>	9 (Amber)		9 (Amber)	6 (green)  March 2021	<p>The improved governance arrangements providing oversight and monitoring of this risk that were previously reported to the Committee continue to take place in the management of this risk.</p> <p>Since the last update, the following actions have taken place/ are being taken:</p> <ul style="list-style-type: none"><li>All services business continuity plans are continuing to be reviewed and updated as and when appropriate to reflect changes to structures and personnel.</li><li>The corporate business continuity policy has been drafted and is being reviewed by the Leadership Team before presenting to Cabinet for approval in 2020.</li><li>A review of the corporate business continuity plan will be completed by March 2020.</li><li>Business continuity exercises continue to be scheduled taking place quarterly across the organisation, with children’s services and adult services having completed exercises in October 2019.</li><li>A cyber exercise is being considered for January 2020 which will entail working with ICT to do a desk top exercise to look at the impacts of a cyber attack and finalising the order in which services would be restored.</li></ul>																															
		<table><tr><td rowspan="5">Likelihood</td><td>4</td><td></td><td></td><td></td><td></td></tr><tr><td>3</td><td></td><td></td><td>9</td><td></td></tr><tr><td>2</td><td></td><td></td><td></td><td></td></tr><tr><td>1</td><td></td><td></td><td></td><td></td></tr><tr><td></td><td>1</td><td>2</td><td>3</td><td>4</td></tr><tr><td colspan="6">Impact</td></tr></table>				Likelihood	4					3			9		2					1						1	2	3	4	Impact					
Likelihood	4																																				
	3			9																																	
	2																																				
	1																																				
		1	2	3	4																																
Impact																																					

Risk Ref	Risk Title and Description	Previous risk score (Aug 2019)	Movement in risk score	Current risk score (Nov 2019)	Target risk score and date	Comment
21a 06/15	<p><b>Compliance with the Data Protection Act 2018 (DPA 2018), the General Data Protection Regulations (GDPR) and Freedom of Information Act 2000 (FOIA)</b></p> <p>If the council does not ensure it has a robust framework in place to comply with the DPA 2018 (which includes GDPR) or FOIA then it faces significant external action from the Information Commissioner's Office for failing to undertake its statutory duty. Further, failing to comply will result in negative public reaction and reputational damage, significant monetary penalties, loss of confidential data and potentially legal action.</p> <p>Risk owner – Surjit Tour Cabinet Member – Councillor Ali</p> <p><b>Ambitions impacted: 5 and 10</b></p>	12 (red)		12 (red)	8 (amber)  March 2020	<p>This risk is overseen by the council's Senior Information Risk Officer (also the risk owner) who chairs the Information Governance Board (IGB). Since the last update to the Committee, the following has taken place:</p> <ul style="list-style-type: none"> <li>The IGB has been refreshed with changes including representation of cyber security officers from ICT and Caldicott guardians.</li> <li>A new cloud based learning package is currently being considered by ICT to ensure annual refresher training requirements for officers continues to be met and evidenced.</li> <li>Work has continued to take place on each of the 12 steps to compliance activity as defined by the Information Commissioner's Office (ICO), which were broken down into four phases, with phases one and two being completed in March 2019.</li> <li>A revised project plan which is overseen by the IGB, has been developed to support the Council meet its DPA and GDPR obligations. The Plan will be shared with Directors to enable them to monitor progress in their respective directorates. It also includes programming improvements/actions that dovetail with other initiatives such as the Council's Digital Agenda, to ensure the most efficient and effective outcomes of this agenda are delivered.</li> <li>Regular reports to the Leadership Team provide details on progress against the 12 steps, data breaches and performance against FOIs and Subject Access Requests (SARs).</li> <li>Council on 14 October 2019, appointed a new Data Protection Officer, as required by the DPA 2018.</li> <li>Additional resources are being considered to enhance the Governance Team that supports the delivery of this whole agenda, including the work involved in dealing with FOIs and Subject Access Requests.</li> </ul>


Likelihood	4				
	3				12
	2				
	1				
		1	2	3	4
	Impact				




Risk Ref	Risk Title and Description	Previous risk score (Aug 2019)	Movement in risk score	Current risk score (Nov 2019)	Target risk score and date	Comment																														
The 22a 01/16	<b>CONTEST</b> The national threat level was lowered to 'substantial' on 4th November 2019. Whilst the national threat level remains 'severe' there is no known significant specific or particular threat for Sandwell. If the council does not work with partners to put in place suitable arrangements with the aim of preventing terrorism and radicalisation in Sandwell then it will be unable to effectively discharge its statutory duties.  Risk owner – Alison Knight Cabinet Member – Councillor Crompton  <b>Ambitions impacted: 5</b>	8 (amber)		8 (amber)	8* (amber)	<p>This risk continues to be managed by the CONTEST Board which has strategic oversight of 'Prevent' performance. Although there has been no change in the risk or threat level for Sandwell, the actions that have/ are being taken to manage this risk include:</p> <ul style="list-style-type: none"><li>The bi-annual CONTEST board meeting took place in September 2019. Achievements and concerns were discussed by the board. (We have seen an increase of mental health issues and/or learning disabilities in the Channel cases.)</li><li>A CTLP follow-up workshop took place in June 2019 with partners, focussing on actions required to continue successful mitigation of this risk. A priority review for all areas has been undertaken by the Home Office and this has concluded that Sandwell is a Prevent priority area and as such has been offered funding for 2020/21, subject to the business case put forward. Final decisions on allocations will be made in March 2020.</li><li>The Prevent team and Counter Terrorism Unit have put efforts in raising the awareness of reporting, and in training staff and partners the past 6 months. This has resulted in an increase in referrals and an increase in Channel cases.</li><li>The Prevent and Resilience teams are working collaboratively to deliver a table-top workshop for the new Cabinet Members in March 2020 to raise awareness.</li><li>The government review of the Prevent programme is ongoing and the council will consider the findings of this review to establish what if any further actions will be required and will carry out a further assessment of this risk at that time. The review will report to Parliament by August 2020.</li></ul>																														
		<table><tr><td rowspan="5">Likelihood</td><td>4</td><td></td><td></td><td></td><td></td></tr><tr><td>3</td><td></td><td></td><td></td><td></td></tr><tr><td>2</td><td></td><td></td><td></td><td>8</td></tr><tr><td>1</td><td></td><td></td><td></td><td></td></tr><tr><td></td><td>1</td><td>2</td><td>3</td><td>4</td></tr><tr><td colspan="6">Impact</td></tr></table>					Likelihood	4					3					2				8	1						1	2	3	4	Impact			
Likelihood	4																																			
	3																																			
	2				8																															
	1																																			
		1	2	3	4																															
Impact																																				


Risk Ref	Risk Title and Description	Previous risk score (Aug 2019)	Movement in risk score	Current risk score (Nov 2019)	Target risk score and date	Comment
27 06/09	<b>Funding and Resource Allocation</b> Local Government continues to operate in an uncertain financial environment arising from reducing central government funding, increasing demand for services and planned changes to the local government funding formula. Failure to put in place the necessary processes and actions to manage these uncertainties may impact on our ability to deliver services to the people of Sandwell and our statutory responsibility to set a balanced budget.  Risk owner – Darren Carter Cabinet Member – Councillor Ali  <b>Ambitions impacted: All Ambitions 1-10</b>	12 (red)		12 (red)	8 (amber)  Autumn 2020	<p>Central government's failure to publish details of the Comprehensive Spending Review or detailed plans for the future local government funding formula is creating unprecedented uncertainty around funding allocations. This is reflected in the assessment of this risk.</p> <p>As a result of the General Election, the provisional and final local government funding settlement for 2020/21 which was expected on 5 December 2019 and by mid February 2020 respectively, has been delayed and it is currently unclear when these settlements will be announced. This significantly impacts the budget planning process and the budget reporting to Council in March 2020.</p>
38a 03/18	<b>Health and Social Care Reforms</b> If appropriate arrangements are not made to effectively manage the implications and the impact of the health and social care reforms including the Social Care Green Paper and the change in delivery from acute / primary care to social care led intervention, then the outcomes for adult social care users will be adversely affected.  Risk owner – Stuart Lackenby Cabinet Member – Councillor Shaeen  <b>Ambitions impacted: 2, 5, 7</b>	8 (amber)		8 (amber)	8* (amber)	<p>This risk continues to be included in the strategic risk register as a result of the uncertainties that flow from the Green Paper on social care for older people.</p> <p>The publication of the Green Paper has now been delayed several times, from an original publication date of summer 2017 (then to 'the end of 2017', 'before the summer [Parliamentary] recess' in July 2018 and then in June 2018, the then Health and Social Care Secretary announced a further delay to the 'autumn of 2018', following the announcement that a ten-year plan for the NHS would be developed). The latest position stated in September 2019 is that it will be published 'in due course'. However, the media has also reported that the Green Paper has been scrapped and instead a White Paper would be published in Autumn 2019. Clearly with the forthcoming General Election this has now also been delayed/ halted.</p>





Risk Ref	Risk Title and Description	Previous risk score (Aug 2019)	Movement in risk score	Current risk score (Nov 2019)	Target risk score and date	Comment																															
40 01/15	<b>School Place Planning</b> If the Department for Education is unable to provide sufficient funding and if the council is unable to identify suitable solutions to schools' place planning and deliver these solutions on time and to scope then it will fail to discharge its statutory duties to provide sufficient school places.	12 (red)		12 (red)	8 (amber)  April 2020	A full update on the measures in place to manage this risk was presented to the Committee at its September meeting by the Director of Education. This risk is concerned with ensuring that there are sufficient primary and secondary school places available across the borough in future years. The current focus is on secondary schools where an additional 660 places (previously 480) are required by September 2020.  The council has held discussions about the allocation of Basic Needs funding with the Department for Education (DfE) and Education and Skills Funding Agency with a view to clarifying likely funding levels in the future.  At present, the options to manage this risk continue to include:																															
	Risk owner – Lesley Hagger/ Chris Ward Cabinet Member – Councillor Underhill  <b>Ambitions impacted: 1, 3 and 4</b>	<table border="1"><tr><td rowspan="5">Likelihood</td><td>4</td><td></td><td></td><td></td><td></td></tr><tr><td>3</td><td></td><td></td><td></td><td>12</td></tr><tr><td>2</td><td></td><td></td><td></td><td></td></tr><tr><td>1</td><td></td><td></td><td></td><td></td></tr><tr><td></td><td>1</td><td>2</td><td>3</td><td>4</td></tr><tr><td colspan="6">Impact</td></tr></table>					Likelihood	4					3				12	2					1						1	2	3	4	Impact				
Likelihood	4																																				
	3				12																																
	2																																				
	1																																				
		1	2	3	4																																
Impact																																					

Risk Ref	Risk Title and Description	Previous risk score (Aug 2019)	Movement in risk score	Current risk score (Nov 2019)	Target risk score and date	Comment
42a 02/17	<p><b>Cyber Security</b></p> <p>If the council does not have a co-ordinated approach and understanding of its existing cyber security controls or those available to it, together with an analysis of identifiable gaps, then this could expose the council to cyber-attack resulting in:</p> <ul style="list-style-type: none"> <li>The inability of the council to deliver services, particularly critical services for a significant period of time</li> <li>The loss of corporate and sensitive personal data (including bank details)</li> <li>Enforcement action</li> <li>Significant financial loss and</li> <li>Reputational loss</li> </ul> <p>Risk owner – Darren Carter Cabinet Member – Councillor Ali</p> <p><b>Ambitions impacted: 5, 10</b></p>	8 (amber)		8 (amber)	8 (amber)	<p>This risk continues to be linked with risk 21a and is being managed by ICT working alongside the Information Management Unit (IMU).</p> <p>Although cyber-attacks continue to take place nationally together with media coverage and national training and awareness initiatives, this has slightly reduced over the last six months. Since the last report, the following has taken place:</p> <ul style="list-style-type: none"> <li>The council's Cyber Security &amp; Connectivity Services Team continues to monitor and ensure the infrastructure is updated to compliance levels.</li> <li>The current refresh programme will ensure that all staff receive new devices by early 2020.</li> <li>Quarterly cyber updates continue to be presented to EMT.</li> <li>The Technology Modernisation Programme started which will implement new governance and revised security settings to Office 365 and Azure</li> <li>Purchase of a new e-learning product to encompass GDPR and cyber security awareness for all employees and councillors is being considered.</li> <li>Revised policies relating to email are being developed in conjunction with Information Management Unit and ICT to ensure data retention and storage is done in the most appropriate and consistent manner across the organisation.</li> <li>Continued retirement of obsolete and unsupported technology platforms to reduce our vulnerabilities</li> <li>The annual LGA Cyber Security assessment recognised the work the council has undertaken and concluded an Amber-Green status.</li> </ul>

Likelihood	4				
	3				
	2				8
	1				
		1	2	3	4
Impact					

Risk Ref	Risk Title and Description	Previous risk score (Aug 2019)	Movement in risk score	Current risk score (Nov 2019)	Target risk score and date	Comment
50 01/18	<p><b>Commonwealth Games Aquatic Centre</b></p> <p>If the council fails to deliver this project to scope, timescales and cost, then this will result in significant reputational damage to the council.</p> <p>Risk owner – Alison Knight Cabinet member – Councillor Crompton</p> <p><b>Ambitions impacted: 2, 6, 8, 9, 10</b></p>	8 (amber)		8 (amber)	4 (green)  April 2021	<p>This risk continues to be managed through the project governance arrangements which are in place. Since the last update to the Committee the following actions have been undertaken:</p> <ul style="list-style-type: none"> <li>Enabling work has commenced on site with the site now secure and level works, excavation, and the sewer diversion continuing to programme.</li> <li>Electrical infrastructure in the area has been improved.</li> <li>RIBA Stage 3 has concluded and the detailed design for the building has now been agreed by the Council and all Games Partners.</li> <li>A full business case has been developed for project and a recommendation was approved to appoint contractors at the meeting of Cabinet on 20 November 2019.</li> <li>The project is on target to be delivered in time for the Commonwealth Games 2022.</li> <li>A Gateway Review of the project was undertaken and assessed as amber.</li> </ul> <p>Although the project is on target to be delivered on-time and within the identified budget, given the reputational importance of the project and the multi-faceted nature of the stakeholders involved, at this time it is prudent for the project to continue to be assessed as amber.</p>

Likelihood	4				
	3				
	2				8
	1				
		1	2	3	4
Impact					

Risk Ref	Risk Title and Description	Previous risk score (Aug 2019)	Movement in risk score	Current risk score (Nov 2019)	Target risk score and date	Comment
52 05/18	<p><b>Better Care Fund (BCF) and Public Health Grant</b></p> <p>If the government fails to confirm or extend grant funding for the Better Care Fund and for Public Health, then the council will be unable to discharge its key statutory functions in this respect.</p> <p>Risk owner – Stuart Lackenby and Lisa McNally Cabinet member – Councillor Shaeen</p> <p><b>Ambitions impacted: 2, 5, 10</b></p>	12 (red)		12 (red)	4 (green)  When longer term funding sources and levels confirmed	<p>This risk is a subset of risk 27 and is relevant to all councils across the country and identifies the key issues of social care and public health services ‘falling over’ if there is a lack of clarity over how public health services will be funded and the levels of funding available, as well as the future of the BCF programme. Whilst BCF has been announced for 20/21, future funding is not clear. This lack of clarity over future funding arrangements informs the current increase in the risk assessment.</p> <p>Receipt of the ringfenced Public Health Grant was confirmed for 2019/20. Central government have informed the Council that the Grant will also be received for 2020/21. The future of Public Health funding beyond March 2021 remains uncertain. Proposals at a national level have included funding Public Health work via business rates but to date nothing has been confirmed.</p>
53 04/18	<p><b>Business Management System</b></p> <p>If the appropriate project governance arrangements are not put in place to</p>	8 (amber)		8 (amber)	4 (green)	This risk is in respect of the main Oracle E business suite (EBS) which has been used by the council since

Risk Ref	Risk Title and Description	Previous risk score (Aug 2019)	Movement in risk score	Current risk score (Nov 2019)	Target risk score and date	Comment
	<p>ensure that the project is delivered to time, scope and budget, then this may result in:</p> <ul style="list-style-type: none"> <li>The council's business system being unsupported</li> <li>Inability to transform services that would enable processes to be more efficient</li> <li>Non compliance/ misalignment with other council policies and projects such as Organisational development, the digital strategy, Work Place Vision and the IT transformation programme.</li> </ul> <p>Risk Owner – Darren Carter Cabinet member – Councillor Ali</p> <p><b>Ambitions impacted: Ambition 10</b></p>				December 2021	<p>2003, and provides a range of key functions including Finance, HR, payroll and procurement.</p> <p>The current version of EBS used by the council becomes unsupported from 31 December 2021. Remaining on unsupported software is an unacceptable risk to the council due to the loss of support patches from Oracle and the implications around data security, and non compliance with payroll requirements. A project has been set up to consider the future business system for the council. Since last reported, the following has taken place:</p> <ul style="list-style-type: none"> <li>Cabinet, at its meeting on 9 October 2019, approved the appointment of Oracle for the provision of Oracle Fusion and the appointment of Inoapps as implementation partner along with the associated budget for each of these appointments.</li> <li>A contract has been signed with Oracle and a further contract with Inoapps will be signed</li> <li>An Oracle Project Board has been set up and meets to provide overall direction and decision making. A further Oracle Operational Board, consisting of officers with defined roles, has also been set up to implement the move to Oracle Cloud.</li> <li>Detailed Project Planning with associated implementation plans with timescales are being developed.</li> <li>A project risk register is in place for the Oracle Project Board.</li> </ul>

Likelihood	4				
	3				
	2				8
	1				
		1	2	3	4
Impact					

\* These are risks which are likely to remain amber over the medium term due to the nature of these risks and the continued uncertainties. As such these risks do not have target dates.