

2018/19

Risk	Cause / Effect	Current Mitigations	Inherent Risk	Actions Needed	Residual Risk	Risk Owner	Links to Strategic Purposes
Non Compliance with Health and Safety Legislation	<p>Cause:</p> <ul style="list-style-type: none"> Consequence of Council action Negligence by Council Actions beyond Council control <p>Effect:</p> <ul style="list-style-type: none"> Reputation affected Legal action against Council Financial impact 	<ul style="list-style-type: none"> Standard Operating Procedures -SOP (H&S etc) Health and Safety Committee meets regularly Training for staff Health-checks First Aid in place Safeguarding Policy and Procedures Risk Assessments Updated inspection policy Continued updates to Health and Safety Committee 	Impact – 4 Likelihood – 2 = 8	<ul style="list-style-type: none"> Development of Corporate H&S Measures Review of corporate capacity to support H&S 	Impact – 4 Likelihood – 2 = 8	Deb Poole	All
Decisions made to address financial pressures and implement new projects that are not informed by robust data and evidence	<p>Cause:</p> <ul style="list-style-type: none"> Requirement for savings to balance budget Unanticipated cost pressures / demand on services Pressure from other partners <p>Effect:</p> <ul style="list-style-type: none"> Longer term improvement / 	<ul style="list-style-type: none"> Robust budget-setting process in place Developed budget bids for pressures and details of savings proposed using 5 case model Data used to evidence need in business cases Performance Dashboard in place 	Impact – 4 Likelihood – 3 =12	<ul style="list-style-type: none"> Implementation of Enterprise Resource System to improve functionality of system and access to budget managers Improve consistency and timeliness of information to enable decisions to be made in an 	Impact – 4 Likelihood -2 = 8	Jayne Pickering	All

2018/19

	<p>innovation / efficiency is hindered</p> <ul style="list-style-type: none"> • Impact on organisation, staff and residents • Impact on Transformation Programme 	<ul style="list-style-type: none"> • Established "whole-life" or "end to end" approach to assessment of savings proposals 		<p>informed way</p> <ul style="list-style-type: none"> • Improve cost recovery information 			
<p>Managing the impact of National Changes – financial / social economic or environmental which may have a detrimental impact on service delivery or quality (eg Brexit / Universal Credit)</p>	<p>Cause:</p> <ul style="list-style-type: none"> • Changes to National Policy impacting on services at a local level • Lack of resource to meet the demand on the service • Reduction in funding or revenue available • Funding for new initiatives not available • Service cessation <p>Effect:</p> <ul style="list-style-type: none"> • Reputation affected 	<ul style="list-style-type: none"> • Budget Scrutiny cross party meeting to review financial issues on a regular basis • Regular consideration at management team of National Issues • Medium Term Financial Plan in place with assumptions on levels of cuts • Full review of reserves and balances • Officers working with partners and networks to identify issues 	<p>Impact – 4 Likelihood – 4 = 16</p>	<ul style="list-style-type: none"> • Reporting regularly to members of National policy changes that may impact on local demand • Earlier consideration of budget implications 	<p>Impact – 4 Likelihood – 4 = 16</p>	<p>Jayne Pickering</p>	<p>All</p>

2018/19

	<ul style="list-style-type: none"> Quality of life of residents affected Demand increasing on services Negative Financial impact 	<ul style="list-style-type: none"> 4 year financial plan in place Consider opportunities for alternative service delivery models/ approaches to generate income / reduce cost Ensure updated with legislation and financial impact of changes 					
<p>Business Continuity Plans fail to operate effectively in an incident.</p>	<p>Cause:</p> <ul style="list-style-type: none"> Service plans not all in place, fit for purpose or validated. Plans not implemented or embedded within the culture of the organisation. <p>Effect:</p> <ul style="list-style-type: none"> Damage to property / equipment Service delivery affected Councils' reputation 	<ul style="list-style-type: none"> All services have undertaken a Business Impact Analysis (BIA) resulting in revised Business Continuity Plans Lead officer in place Heads of Service identified as on duty officers 	<p>Impact -3 Likelihood – 4 =12</p>	<ul style="list-style-type: none"> Corporate Business Continuity Plan to be refreshed 	<p>Impact -3 Likelihood -2 = 6</p>	<p>Sue Hanley / Ruth Bamford</p>	<p>All</p>

2018/19

	harmed <ul style="list-style-type: none"> Financial impact 						
IT systems and infrastructure has a major failure	<p>Cause:</p> <ul style="list-style-type: none"> Global virus attack Failure in power supply Storage of data/servers affected <p>Effect:</p> <ul style="list-style-type: none"> Loss of key data Service delivery affected Councils' reputation harmed Financial impact 	<ul style="list-style-type: none"> Business Continuity Plans in place Discrete and remote data storage in place Back-up procedures in place and followed IT business continuity procedures reviewed 	Impact – 3 Likelihood – 3 = 9	<ul style="list-style-type: none"> Continue to assess strength of IT security 	Impact – 3 Likelihood – 2 = 6	Deb Poole	<i>Enabling Services</i>
Non adherence with Statutory Inspection Policy	<p>Cause:</p> <ul style="list-style-type: none"> Lack of robust monitoring systems Lack of capacity /capability of resources Changes in legislation not addressed <p>Effect:</p> <ul style="list-style-type: none"> Serious Impact 	<ul style="list-style-type: none"> Specialist resource in place to support delivery 	Impact -4 Likelihood -4 = 16	<ul style="list-style-type: none"> Robust management structure to be implemented. Further review of monitoring arrangements Further implementation of insurance recommendations Contracts reviewed to ensure suppliers undertake roles Training plan 	Impact -4 Likelihood -4 = 16	Guy Revans	<i>Help me to find somewhere to live in my locality Keep my place safe and looking good</i>

2018/19

	<p>on residents</p> <ul style="list-style-type: none"> • Serious reputational harm • Financial Penalties 			<p>developed to ensure staff clear of responsibilities</p> <ul style="list-style-type: none"> • Development of robust action plan 			
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