

## Corporate Service Risk Register – December 2019

		Impact				
		1 Insignificant	2 Minor	3 Moderate	4 Major	5 Significant
Likelihood	5 Certain					
	4 Likely				CS.05, CS.15	
	3 Possible			CS.08	CS.01, CS.02, CS.03, CS.04, CS.06, CS.07	
	2 Unlikely		CS.14	CS.10, CS.11, CS.12, CS.13	CS.09	
	1 Rare					

Ref	Risk Description	Corporate Risk
CS.01	<b>Council Redesign/Resources</b> IF: Reducing resources in the form of grant, uncertainty and the requirement to deliver transformation at speed combine <b>THEN:</b> there will be an risk of failure to meet statutory and/or legal duties and powers.	Yes (CRR.06)
CS.02	<b>Recruitment Strategy</b> IF: the council is unable to recruit the level and scale of staff required to vacant posts across the organisation due to inability to attract and/or an unsustainable employable local demographic <b>THEN:</b> there will be insufficient staff to meet service demands; an inability to progress service development; and a financial implication of using agency staff/contractors.	Yes (CRR.08)
CS.03	<b>EU exit</b> IF: following the EU exit there is uncertainty or policy decisions that impact the council <b>THEN:</b> there may be an impact on the economic and social programmes of the Council and its partners, including: interest rates and exchange rates impacting on the Affordability of the council's capital programme; and restriction on the free movement of people which could lead to skills gaps and adverse impact on the workforce.	Yes (CRR.09)
CS.04	<b>Failure of council employees to adhere to standing orders and policy</b> IF: officers fail to adhere to standing orders (e.g. contract and finance procedure rules) and policies <b>THEN:</b> the number of internal disciplinary and/or exposure to legal challenge will increase, along with the likelihood of financial and reputational risk, resulting in claims being made and won against the Council with costs and reputational harm incurred.	Yes (CRR.10)
CS.05	<b>Emergency events</b> IF: significant events happen (e.g. severe weather, major flooding, terrorism and/or influenza pandemic risks) <b>THEN:</b> there could be a significant cost implication to the Council and it may be necessitate staff redeployment to backfill and maintain critical services. Failing to respond effectively to major emergencies/incidents could result in in a loss of public confidence through adverse publicity, loss of life to public or council employees, loss of service, economic damage or environmental impacts.	Yes (CRR.11)

	Lack of trained staff (deployed or other) means we may not respond as quickly/effectively as we should.	
CS.06	<p><b>Health &amp; Safety</b>  <b>IF:</b> Herefordshire Council doesn't comply with Health and Safety legislation  <b>THEN:</b> there is an increased risk of: employees injured through work activity; council prosecuted by HSE for breaches of legislation; increased insurance claims and insurance premiums; member of public, contractor or employee killed at work, possible corporate manslaughter, loss of reputation and financial costs to the council; sickness rates increase because of lack of compliance with good health, safety and wellbeing practice; increased employer/employee litigation through inconsistent approach to managing health and safety in the workplace; unable to defend H&amp;S claims or disputes; and, fire damage and financial and reputational costs to the council through fire at a council owned building.</p>	Yes (CRR.12)
CS.07	<p><b>Cyber attack</b>  <b>IF:</b> we do not protect against a potential cyber attack <b>THEN:</b> we could be at risk of losing data in breach of principle 7 of the Data Protection Act which would lead to potential fines from the Information Commissioner Office and reputational damage.</p>	Yes (CRR.13)
CS.08	<p><b>Good decision-making</b>  <b>IF:</b> officers and members do not uphold the principles of good decision-making <b>THEN:</b> the Council may make poor decisions which either result in lost opportunities or increased costs.</p>	Yes (CRR.20)
CS.09	<p><b>Good internal controls protect against fraud and error</b>  <b>IF:</b> good internal controls aren't in place and followed to protect against the potential of fraud, corruption, financial management, malpractice or error <b>THEN:</b> this produces a heightened risk of fraud, corruption and/or poor value for money with the consequent negative reputational impact.</p>	Yes (CRR.23)
CS.10	<p><b>Medium Term Financial Strategy</b>  <b>IF:</b> we do not have a sustainable Medium Term Financial Plan <b>THEN:</b> we will not achieve a balanced budget, risk serious service failure</p>	Yes (CRR.24)
CS.11	<p><b>ICT Platforms</b>  <b>IF:</b> the ICT application /systems/platforms are not appropriate or used to their full effect <b>THEN:</b> we fail to manage our services and cost the organisation more money</p>	Yes (CRR.25)
CS.12	<p><b>Partnerships</b>  <b>IF:</b> the partnerships that the council's involved in are not developed / fail to operate effectively / or fail entirely <b>THEN:</b> the strategic objectives / priorities may not be achieved.</p>	Yes (CRR.26)
CS.13	<p><b>Information governance</b>  <b>IF:</b> staff do not treat the information they access appropriately <b>THEN:</b> this may lead to the risk of referral to the Information Commissioner and/or legal challenge with resultant unbudgeted costs and reputational damage for the Council.</p>	Yes (CRR.29)
CS.14	<p><b>Litigation</b>  <b>IF:</b> disputes with contractors arise there is potential exposure to litigation  <b>THEN:</b> the Council may lose and be liable for costs in excess of £M (affecting budget position) and incurring reputational harm.</p>	Yes (CRR.30)

CS.15	<b>Legal establishment:</b> <b>IF:</b> legal are unable to recruit to key planning, highways, commercial and commercial property posts <b>THEN:</b> alternative provision to an in-house team will need to be made effecting budget provision and access to legal advice.	
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