

Corporate Centre Directorate Risk Register

Quarter 2 2021

		Impact			
		2	3	4	5
Likelihood	5		CS.01 --		
	4	N/A	CS.02 -- CS.03 -- CS.04 -- CS.05 -- CS.06 --	CS.07 *	
	3	N/A	CS.20 ↓ CS.21 -- CS.22 -- CS.23 -- CS.24 --	CS.25 -- CS.30 -- CS.26 -- CS.31 ↑ CS.27 -- CS.32 ↑	CS.08 -- CS.13 -- CS.09 -- CS.14 -- CS.10 -- CS.15 -- CS.11 -- CS.16 -- CS.12 -- CS.17 -- CS.18 ↑E
	2	N/A	N/A	N/A	CS.19 ↑E

Reference	Description	Corporate Risk
CS.01	<p>COVID 19</p> <p>AS: the global COVID 19 pandemic reaches Herefordshire</p> <p>Then: This will have a significant impact on council activities and the strategic priorities of the county. Staff will be redeployed and might be unable to work resulting in impact on front line services, delivery of care to vulnerable people will be compromised, non-urgent member decisions may be postponed, local businesses will be effected in turn impacting Business Rates & Council Tax. The impact on the health system will also cause additional strain on social care teams to respond.</p>	
CS.02	<p>Mandatory IG and IS Training</p> <p>IF staff do not complete their mandatory IG and IS training before being given access to business systems THEN this may lead to data breaches or the mis-management of information and risk referral to the Information Commissioner and/or legal challenge with resultant unbudgeted costs and reputational damage for the Council.</p>	
CS.03	<p>Fastershire delivery</p> <p>IF coverage and take up falls short of plans with the revised broadband strategy THEN premises will not be able to take up a service or make the most of investment in the fibre network effecting economic performance and community vitality.</p>	
CS.04	<p>New projects expectations and requirements</p> <p>IF insufficient capacity in procurement team to support due to increasing demand through new project and expectations THEN tender strategies and approaches may fall short of best practice and policy requirements.</p>	

CS.05	Legal resourcing IF inability to control external fees spend within allocated budget of £400k THEN risk of overspend	
CS.06	SARS Requests IF SARS requests continue to increase to the council THEN there will be increased workload for staff.	
CS.07	Access to the dentist IF access to dentists remains a challenge in the county, THEN there is a risk to the work to improve oral health which includes messaging about visiting dentists for check ups and access to fluoride varnish etc.	
CS.08	Covid impact on population health IF due to Covid, people's health got worse, THEN we will increase inequalities and have a negative effect on the whole system.	
CS.09	Recruitment Strategy IF: the council is unable to recruit and retain the level and scale of staff required across the organisation due to inability to attract and/or an unsustainable employable local demographic THEN: there will be insufficient staff to meet service demands; an inability to progress service development; and a financial implication of using agency staff/contractors.	
CS.10	Cyber attack IF: we do not protect against a potential cyber attack THEN: 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	
CS.11	Council Redesign/Resources IF: Reducing resources in the form of grant, uncertainty and the requirement to deliver transformation at speed combine THEN: there will be an risk of failure to meet statutory and/or legal duties and powers.	
CS.12	Risk of Challenge IF staff do not comply with the Contract Procedure Rules and Public Contract Regulations (2015) THEN there could be a challenge to the contract award process which could result in a failure to uphold the law, reputational damage and impact	
CS.13	Procurement Support IF tenders are not adequately planned or resourced reflecting addition in grant funded projects and new escalated delivery THEN there may not be sufficient resources within the team to support the procurement process, which could result in delays to projects, inadequate application of best practice, potential for mistakes, business continuity issues and delivery of council goals.	
CS.14	Industry Reconsultation on extension IF BDUK insist on reconsultation for extended contract for Stage 4 (based on threat to withhold all future funding) THEN the additional coverage will not materialise and supplier could claim a valid contract.	
CS.15	Records Management IF staff do not comply with records management policy, practice and procedures - including using the systems available THEN important	

	information can be lost including for court cases, subject access searches and FOI.	
CS.16	Major Capital Projects IF: We don't deliver Major Capital Projects within budget or within timescale THEN: this will lead to increased costs and reputational damage	
CS.17	EU exit IF: there is uncertainty, inflation and resource restrictions THEN: there may be an impact on the economic and social programmes of the Council and its partners which would impact affordability and result in resource gaps	
CS.18	NHS Health checks stopped due to service requirements during pandemic. IF these are not restored THEN there is the potential of high risk individuals not accessing prevention and support at an early stage to reduce or resolve potential long term health issues.	
CS.19	Evacuation of buildings IF we do not have sufficiently trained fire wardens to assist in the evacuation of staff from buildings during a fire THEN the employer may fail in their duty of care to make sure anyone using our buildings can safely evacuate	
CS.20	IT budget IF it is not clear on the spend for IT with links to contracted spend THEN there is a risk of overspend.	
CS.21	Public Health staff capacity IF PH staff capacity is not sufficient THEN we won't be able to deliver our objectives.	
CS.22	Covid 19 funding issues IF: Government does not fully fund the financial implications of responding to the Covid 19 pandemic THEN: we will overspend our revenue budget, placing pressure on revenue reserves and ultimately the financial failure of the council	
CS.23	Good decision-making IF: officers and members do not uphold the principles of good decision-making THEN: the Council may make poor decisions which either result in lost opportunities or increased costs.	
CS.24	IT skills and culture IF the workforce do not have the IT skills or the willingness to make the most of technologies THEN the council is not making the most of the tools available to create efficient services or progress service delivery	
CS.25	IT development IF the council does not invest in digital solutions working across the organisation THEN opportunities for better customer engagement, communications and efficient services delivery will be effected and the council will fall behind on what residents and businesses want and what other council can provide. To always be based on should business cases and value for money with return on investment.	
CS.26	Emergency events IF: significant events happen (e.g. severe weather, major flooding, terrorism and/or influenza pandemic risks) THEN: there could be a	

	<p>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 a loss of public confidence through adverse publicity, loss of life to public or council employees, loss of service, economic damage or environmental impacts. Lack of trained staff (deployed or other) means we may not respond as quickly/effectively as we should.</p>	
CS.27	<p>PH delivery of grant spend IF recruitment to vacant roles remains challenging THEN there is a risk to spend of universal funding granted to Turning Point.</p>	
CS.28	<p>Local Land Charge Time scale IF the services fails to meet national target THEN there is a reputational risk and local scheme could face a delay in time scale.</p>	
CS.29	<p>Medium Term Financial Strategy IF: the Council does not deliver its MTFS strategy, either through poor budgetary control or inflationary pressures THEN: there is a risk that the organisation will not achieve a balanced budget and risk service failure</p>	
CS.30	<p>Legal recruitment IF there is inability to recruit to the new structure THEN this will lead to challenges in managing the demand for legal support</p>	
CS.31	<p>Joint governance on Fastershire IF collaborative working and joint governance is not maintained with Gloucestershire THEN the delivery of the project could be put at risk without the combined approach with shared risk, joint revenue budget, intergrated cabinet programme.</p>	
CS.32	<p>Accountability for grants IF the council does not properly manage grants THEN: the council could be liable for financial and reputational risks</p>	