

## 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.28 -- CS.29 --	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><b>COVID 19</b></p> <p><b>AS:</b> the global COVID 19 pandemic reaches Herefordshire</p> <p><b>Then:</b> 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 &amp; Council Tax. The impact on the health system will also cause additional strain on social care teams to respond.</p>	
CS.02	<p><b>Mandatory IG and IS Training</b></p> <p><b>IF</b> staff do not complete their mandatory IG and IS training before being given access to business systems <b>THEN</b> 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><b>Fastershire delivery</b></p> <p><b>IF</b> coverage and take up falls short of plans with the revised broadband strategy <b>THEN</b> 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><b>New projects expectations and requirements</b></p> <p><b>IF</b> insufficient capacity in procurement team to support due to increasing demand through new project and expectations <b>THEN</b> tender strategies and approaches may fall short of best practice and policy requirements.</p>	

CS.05	<b>Legal resourcing</b> IF inability to control external fees spend within allocated budget of £400k THEN risk of overspend	
CS.06	<b>SARS Requests</b> IF SARS requests continue to increase to the council THEN there will be increased workload for staff.	
CS.07	<b>Access to the dentist</b> 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	<b>Covid impact on population health</b> 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	<b>Recruitment Strategy</b> 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	<b>Cyber attack</b> 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	<b>Council Redesign/Resources</b> 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	<b>Risk of Challenge</b> 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	<b>Procurement Support</b> 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	<b>Industry Reconsultation on extension</b> 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	<b>Records Management</b> 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	<b>Major Capital Projects</b> <b>IF:</b> We don't deliver Major Capital Projects within budget or within timescale <b>THEN:</b> this will lead to increased costs and reputational damage	
CS.17	<b>EU exit</b> <b>IF:</b> there is uncertainty, inflation and resource restrictions <b>THEN:</b> 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	<b>NHS Health checks stopped due to service requirements during pandemic.</b> <b>IF</b> these are not restored <b>THEN</b> 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	<b>Evacuation of buildings</b> <b>IF</b> we do not have sufficiently trained fire wardens to assist in the evacuation of staff from buildings during a fire <b>THEN</b> the employer may fail in their duty of care to make sure anyone using our buildings can safely evacuate	
CS.20	<b>IT budget</b> <b>IF</b> it is not clear on the spend for IT with links to contracted spend <b>THEN</b> there is a risk of overspend.	
CS.21	<b>Public Health staff capacity</b> <b>IF</b> PH staff capacity is not sufficient <b>THEN</b> we won't be able to deliver our objectives.	
CS.22	<b>Covid 19 funding issues</b> <b>IF:</b> Government does not fully fund the financial implications of responding to the Covid 19 pandemic <b>THEN:</b> we will overspend our revenue budget, placing pressure on revenue reserves and ultimately the financial failure of the council	
CS.23	<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.	
CS.24	<b>IT skills and culture</b> <b>IF</b> the workforce do not have the IT skills or the willingness to make the most of technologies <b>THEN</b> the council is not making the most of the tools available to create efficient services or progress service delivery	
CS.25	<b>IT development</b> <b>IF</b> the council does not invest in digital solutions working across the organisation <b>THEN</b> 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	<b>Emergency events</b> <b>IF:</b> 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 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.	
CS.27	<b>PH delivery of grant spend</b> IF recruitment to vacant roles remains challenging <b>THEN</b> there is a risk to spend of universal funding granted to Turning Point.	
CS.28	<b>Local Land Charge Time scale</b> IF the services fails to meet national target <b>THEN</b> there is a reputational risk and local scheme could face a delay in time scale.	
CS.29	<b>Medium Term Financial Strategy</b> IF: the Council does not deliver its MTFS strategy, either through poor budgetary control or inflationary pressures <b>THEN:</b> there is a risk that the organisation will not achieve a balanced budget and risk service failure	
CS.30	<b>Legal recruitment</b> IF there is inability to recruit to the new structure <b>THEN</b> this will lead to challenges in managing the demand for legal support	
CS.31	<b>Joint governance on Fastershire</b> IF collaborative working and joint governance is not maintained with Gloucestershire <b>THEN</b> the delivery of the project could be put at risk without the combined approach with shared risk, joint revenue budget, intergrated cabinet programme.	
CS.32	<b>Accountability for grants</b> IF the council does not properly manage grants <b>THEN:</b> the council could be liable for financial and reputational risks	