

Managing Risk – Strategic Risk Identification & Assessment



Directorate/Department/Function/Project: ALL SERVICE RISKS _____

Stage One					Stage Two			
Identified	Risk Reference Number	Assessment of Risk (Assume NO controls in place) using risk matrix			Risk Controls Measures	Assessment of Residual Risk (With control measures implemented)		
		Impact (Severity)	Likelihood (Probability)	Priority Rating		Impact (Severity)	Likelihood (Probability)	Residual Priority Rating
Corporate Network	P&C 1	4	4	High	<p>The Corporate Network has had no significant investment in recent years. The recent SOCITM report confirmed the initial conclusion of the Head of ICT. The Council has restructured the service and made significant revenue and capital investment for 2004/05, however, the time frame for activity for completion is still 18 months-2 years.</p> <p>The Council has worked through a comprehensive tendering process reducing the initial interest to a shortlist of three. The preferred supplier is Siemens/Fujitsu. Details of the proposed networks including full business case were presented to Chief Executive's Management Team on the first March 2005 and report to the Information Policy Group on 2nd March 2005. The Cabinet Member (Human Resources and Corporate Support Services) was briefed on the proposal on Wednesday 2nd March and a Leader's briefing took place on 3rd March 2005. Following discussions with the County Treasurer the proposals were further considered by the CXMT at its away day on 8th March and will, following a briefing with the Chairman of Strategic Monitoring Committee go forward for approval by Cabinet at its meeting on 24th March 2005 alongside the bid for further investment. If this proposal is accepted phase</p>	4	4	High

					one of the new network will be implemented by the summer of 2005 with a further role-out over the ensuing 12 months. Background documentation to support this are the business case and bid for further funding. (CXMT papers – 1st March, 2005).			
Disaster Recovery	P&C 2	4	4	High	<p>The Authority has inadequate disaster recovery arrangements. Included in this is the need for a backup data centre. There is also an issue about business continuity across the organisation. In terms of the technical platform, the Authority has invested capital for 2004/05 onwards and the restructure of ICT Services allows for this to happen. However the lack of a final decision on accommodation will place the Authority in a position to need to make some decisions about where the second data centre is located no later than mid September 2004.</p> <p>We have recruited a Disaster Recovery expert through Socitim who has undertaken an analysis of returns from the Directorates alongside further investigation of the technical issues. This was reported in full to CXMT at its meeting on 15th February 2005 and the IPG at its January meeting of 2005. Whilst this information has proved useful as a starting point this information will need to be revalidated and built into the risk assessment processes of Services. The final decision on a second data centre is related to the Accommodation Business Case to go to Cabinet in March 2005. Decisions on alternatives have been held back pending this final decision. However, this now becomes critical particularly in the light of the capacity issues at the Thorn Data Center.</p> <p>There is also a need for an overall authority approach in relation to an emergency plan in the event that a major authority premises be taken out of operation. That provision is subject to a discussion with the Chief Executive and Head of Emergency Planning and Head of Performance Management. The need for business services to accept the business consequences of failure were re-emphasised in the CXMT session of 8th March The Action Plan based on the internal on Disaster Recovery provides an action plan to reduce the level of risk.</p>	4	4	High
Failure to maintain CPA score, particularly in relation to use of resources	CT2	3	4	High	Performance management arrangements in place with established performance indicators, ongoing monitoring established through performance management framework including service planning.	3	4	High

Balancing the budget and obtaining capital bids	SCSH6	3	4	High	Management Action and Review of Investment Plans	3	4	High
Review Procurement Strategy	CSS16	3	4	High	Consultant engaged to undertake review on procurement strategy.	3	2	Medium
Halo	P&C 7	4	4	High	The Board has commissioned internal work into financial operation. Council and HALO officers are working together to produce a Medium-term financial plan due to report back in September.	3	3	Medium
Communication	P&C 12	3	4	High	<p>Failure to raise public perception of the Authority. Mitigation through the reintroduction of Herefordshire Matters, redesign of web capability, reappointment of Community Involvement Co-coordinator. Communications audit is planned.</p> <p>Herefordshire Matters has been re-introduced and established on a quarterly basis. The web has been re-designed. The Community Involvement Coordinator was appointed and presented an action plan to underwrite the Community Involvement Strategy in January 2005. This was approved including the decision to log all consultation and involvement activity with the Community Involvement coordinator/Principal research officer. The Communications Audit was undertaken however further work is necessary in order to bottom out the precise level of resources being applied in Directorates. Further work was undertaken in January 2005 on the Policy and Community Directorate in order to validate some of the responses.</p> <p>The ALI inspection has dropped out of these targets because of the successful re-inspection. Included however will be Youth Service and Libraries Standards and related to specific action plans. Work is already agreed for the Youth Service in relation to the CPA Inspection in Autumn 2005. N.b – Communications is a key element in CPA PiD.</p>	3	3	Medium
Limitations placed on funding limiting ability to resource key priorities in future years	CT1	4	3	High	Budget procedures, forward projections in place to evaluate potential impact. Assessment of impact on Medium Term Financial Plan. Public consultation on budget proposals. Robust budgetary control procedures in place. Large scale efficiency savings have been identified but need to be delivered with minimal service impact	3	2	Medium

<p>Failure to hit score of 2 in CPA assessment by</p> <ul style="list-style-type: none"> Failure to provide service expected by stakeholders/ customers. Waste Congestion Street cleaning 	Env 6	4	3	High	<p>Raise awareness through Herefordshire Matters</p> <p>Maintain investment in services.</p> <p>Use Environment Support Unit to develop understanding of CPA criteria.</p>	4	2	Medium
The failure of the Herefordshire Jarvis Services arrangements	Env 4	4	3	High	<p>Ensure Council's financial liabilities are covered.</p> <p>Raise awareness of contingency arrangements following creation of contingency plan.</p>	2	3	Medium
Joint Area Review – Youth Service	P&C 10	3	3	High	P&C has instigated the Synchronisation Group to map out activity to meet requirement of the new Joint Area Inspection. The Authority has working groups in place to progress response to the Children's Bill.	3	2	Medium
SIP	P&C 14	4	3	High	<p>(info to focus on libraries)</p> <p>Technology used as an enabler to support the change.</p> <p>Major challenges in cultural. Risks associated with</p> <ul style="list-style-type: none"> Lack of support to drive change through. Lack of resource to implement necessary technical platforms e.g. GIS, DMS Lack of decision about Plough Lane: location of contact centers Reports considered by CXMT/Cabinet briefing and Cabinet Member decision in February, This followed Cabinet conformation of lead roles of Cabinet Member for Human Resources and Corporate Support Services and the Director of Policy and Community. Programme Manager being recruited. 	3	2	Medium
Failing to meet the needs of schools	E5	4	3	High	Service Planning, Best Value Reviews, Performance Management, Cabinet Reports, External Inspections, Improvement Planning, Funding Bids	4	1	Low
Extension to Hereford Cemetery	Env 9	4	4	High	Financial Bid in for funds to extend	1	1	Low
External Funding – Fall out of key Programmes, particularly in Social & Economic Development, SRB, Market Towns (all 5) Initiative, Creative Industries, LEADER+	P&C 6	3	3	Medium	The Council is currently working on a range of strategies to ensure prioritisation of resources. Work ongoing to mitigate/manage expectation. Alternative sources of funding are being sought. However, the Authority has made significant and creative use of this funding in order to extend its range of services. The ability to find alternatives is limited.	3	3	Medium

Approach to Diversity	P&C 8	3	3	Medium	<p>The Diversity Group established. Progress towards level 2 of the equality standard being mapped. Impact assessment training has been planned. Year 1 officers have undertaken familiarisation. There are proposals to map out longer-term development.</p> <p>A short-term action plan was implemented in order to ensure Level 1 of the Equality Standard is assured. This was subject to a report and associated actions to CXMT on the 1st March. This also contained proposals relating to progress towards Level 2 including Year 2 Impact Assessments, development/training proposals and staff resourcing requirements. These were agreed and P&C DMT approved the resourcing proposals on the 1st March. These will now be built into the longer-term plan included as part of the CPA Pid.</p>	3	2	Medium
Library Standards, (including any possible Cultural Services Inspection).	P&C 11	3	3	Medium	The progress made on the new strategic plan for Libraries. The action plan is continuing to meet Library standards. Proposals in place for INFO/Libraries in each of the market towns. Some capital funding awarded. Integration of INFO and Library staff progressing.	3	3	Medium
Aylestone Park	P&C 13	3	3	Medium	Failure to deal with High-level contamination. Discussions with the Environment Agency about means of disposal of contaminated material. Search for means of disposal has some funds allocated to it.	3	3	Medium
Due to JE and corporate budget savings key personnel will be lost to the organization, impacting on support provided to directorates and corporate governance	CT3	2	3	Medium	Adapting structures to fit with changing circumstance, providing better coverage for key areas e.g. Revenue and Benefits and Audit restructuring. Limited extension of job rotation ensuring less specialism. Documentation and ongoing review of key policies and procedures.	2	3	Medium
Failing to meet key performance targets and indicators	E1	2	4	Medium	Service Planning, Best Value Reviews, Performance Management, Cabinet Reports, Funding Bids	2	3	Medium
Failing to recruit and retain staff and maintain High morale	E2	2	4	Medium	Service Planning, Performance Management, Improvement Planning, Funding Bids	2	3	Medium

Failure to deliver the LPSA targets	Env 2	3	3	Medium	Amend JUP accordingly and drive change through the new management team.	4	2	Medium
Recruitment and retention of staff where there are national skills shortages e.g. Occupational Health Adviser	HR 1	3	3	Medium	Implement market forces / supplement. Succession planning Utilise SRDs / implement career development posts and conclude job evaluation. Promote professional development support through training agreements and payment of professional fees. Develop secondment opportunities internally and with partners.	2	3	Medium
Retention of Children's service social workers	SCSH1	2	3	Medium	Management Recruitment and Retention Action	2	3	Medium
Homelessness performance and delivery particularly for children leaving care	SCSH4	2	3	Medium	Develop Strategy and Secure new developments	2	3	Medium
Supporting People Grant	SCSH5	2	3	Medium	Review Resources/ Priorities and take Action	2	3	Medium
Medium term Investment in Older People's Services	SCSH7	3	3	Medium	Continue to allocate resources to best effect and continue to make the case for the already agreed action plan	3	3	Medium
Changing Home Care and realising the benefits	SCSH8	2	3	Medium	Monitor progress against the project plan	2	3	Medium
Electronic Service Delivery	P&C 3	3	3	Medium	Following a major review of the proposed eGateway platform and consideration of the options by both the Partnership and the Council, a decision has been made to move to a new platform. The Council has had to make this decision without committed support of AWM through the HIT Programme, (discussions are continuing), and endorsement from all partners. If the Authority does not do this, it will not meet its obligations in terms of requirements	2	1	Low

					<p>of new legislation particularly the Disability Discrimination Act and the Freedom of Information Act. Also, the Council's progress towards achievement of BVPI 157 rests on an appropriate web-environment. A project plan has been approved but will be operating on a very tight timeframe.</p> <p>The e-gateway platform was implemented on 4th January and the Council's internet and Partnership site were migrated in that timeframe. The Council's intranet moved over the course of the next ten days. The Website moved from a position near the bottom of the league (near 251st) and is likely to be endorsed. It has moved to position 24 in the league table. It is anticipated that it will move into the top 10 when the list is next published. Support was achieved from partners in the Herefordshire Partnership and funding from AWM. Regular reports will be received by the HIT Board in terms of Partnership support. However, in terms of the Council's activity there will be a planned programme of migration of individual websites over the next year. The Council's IEG 4 statement was presented on time and activity is continuing to ensure that the priority statements are achieved and that the collection of data in relation to BVPI157 is secure. Staff are being trained within Directorates in order that progress can be maintained.</p>			
Freedom of Information Act compliance	CSS17	3	2	Medium	Resources committed to promote/ensure compliance	2	2	Low
Data Protection compliance	CSS18	3	2	Medium	Resources committed to promote/ensure compliance	2	2	Low
Total loss of IT facilities	CSS22	3	2	Medium	Disaster Recovery Plan (IT)	2	2	Low
Successful restructure for Children's Agenda	E11	4	2	Medium	Project team created to manage change	4	1	Low
Completion within timescales of Whitecross PFI High School	E12	4	2	Medium	Secondment of senior building surveyor to manage project from client's side	4	1	Low
Implementation of HR improvement Plan	HR 2	2	4	Medium	Set up project teams to shape the future of HR. Include areas not completed by the end of March in the Pay and Workforce Development Strategy.	1	3	Low
Implementation of employment, health and safety legislation	HR 3	3	2	Medium	Subscribe to appropriate providers of information. Ensure Personnel Officers are updated with relevant information.	1	3	Low

					Review policies and procedures in line with new legislation. Disseminate policies and procedures to Managers Make information available on Info Library in a timely manner.			
I.T. failure	HR4	3	3	Medium	Ensure people use the server for file storage Ensure passwords are changed at the prescribed intervals Ensure access to systems are controlled by systems manager.	1	1	Low
Recruitment and retention of staff in skill shortage areas including the impact of Job Evaluation	P&C 4	3	3	Medium	Implement a package of measures arising from the Award Strategy Group to include market forces supplement. Conclude Job Evaluation and provide appropriate support and implement Policy & Community Recognition Scheme. Provide development opportunities within and outside of the Directorate.	2	2	Low
Parks & Countryside	P&C 5	3	3	Medium	Additional funding applied to the Parks and Countryside budget set to recover base-position over 2 years. Undertake and implement policy development of the Section 106 Agreement. Develop alternative management arrangements for open space. Flag up early warning with Herefordshire Jarvis Contractors.	2	2	Low
Inspections-ALI	P&C 9	3	2	Medium	Officers working with LSC and undertaking programmed work to meet the re-inspection visit targets. Restructure of service to meet requirements implemented.	3	1	Low
Business Critical System failure	CT7	3	2	Medium	Ensure database saved daily and back-up stored off site	2	2	Low
Failing to secure physical safety & welfare of users, staff & the public	E3	2	3	Medium	Service Planning, External Inspections, Improvement Planning, Funding Bids	2	2	Low
Failing to meet the needs of individual children/young people	E4	4	2	Medium	Service Planning, Best Value Reviews, Performance Management, Cabinet Reports, External Inspections	4	1	Low
Failing to provide users with good access to services of appropriate quality at a reasonable speed	E6	2	3	Medium	Service Planning, Best Value Reviews, Performance Management, External Inspections	2	2	Low
Failing to secure an adequate level of	E7	2	3	Medium	Service Planning, Performance Management, Internal Audit reports, Funding Bids	2	2	Low

resources								
Failing to demonstrate capacity to improve	E8	2	4	Medium	Service Planning, PRINCE2, Best Value Reviews, Performance Management, Cabinet Reports, External Inspections, Improvement Planning	2	2	Low
Failing to effectively respond to initiatives requiring change	E9	2	3	Medium	Service Planning, PRINCE2 Project Management, Best Value Reviews, Performance Management, Cabinet Reports, External Inspections, Improvement Planning, Funding Bids, Change Team	2	2	Low
Failure of the Contract Services and Technical Consultancy Services contracts overall or of an element of it	Env 3	4	2	Medium	Develop understanding, commitment and then appropriate empowerment in the service (to partnership working) through the new management team, in order to address the critical success factors for the Partnership.	4	1	Low
I.T. failure	Env 7	3	3	Medium	Ensure regular back up by it section. Write Directorate business continuity plan	1	1	Low
Flooding in Ross on Wye	Env 10	2	3	Medium	Achieve flood alleviation scheme in place in 2006	1	1	Low
Failure of Integrated Waste Management Contract in that recycling and rediversion targets are not met.	Env 11	4	2	Medium	Commitment from all stakeholders to ensure contract does not fail by renegotiating a way forwards from the current stalemate. Need to identify alternative methods of Waste Diversion and recycling and to financially plan for having to use the Landfill Allowance Trading Scheme	4	1	Low
Failure to comply with Council environmental procedures	Env 5	2	4	Medium	Training and awareness	2	2	Low

BV5A The number of complaints to Ombudsman classified as maladministration	CSS11	3	1	Low	Procedures in place	2	1	Low
Lack of facilities at Crematorium breakdown / breaching of emission limits	Env 8	4	1	Low	Adequate Servicing and repair program Proposed New Crematorium bid	4	1	Low
Loss of premises at Brockington	CSS19	4	1	Low	Disaster Recovery Plan outstanding	4	1	Low
Total loss of landline telephones	CSS21	2	2	Low	Disaster Recovery Plan + mobile phone availability	1	2	Low
Major service disruption and financial loss if liquor licensing policy statement not produced in time for first implementation date. If we are unable to issue licences, businesses automatically receive a licence regardless of any objections	Env 12	4	1	Low	To allocate policy officer to assist with the production of a licensing policy statement and a designated licensing manager.	1	2	Low
Performance on inspections and star ratings	SCSH2	2	2	Low	Management and Scrutiny Action	2	2	Low
Key performance indicators needing improvement	SCSH3	2	2	Low	Management and Service Action	2	2	Low