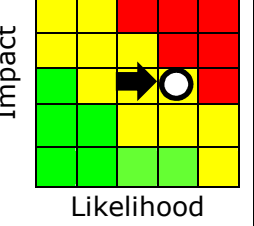
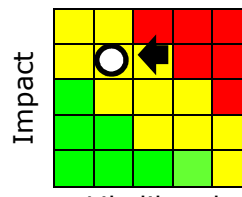
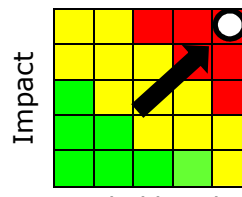
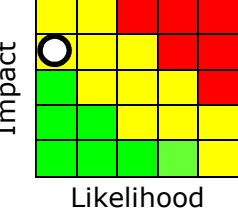
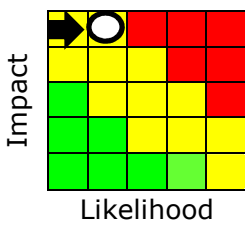


Neighbourhood Services Corporate Risk Register – Generic

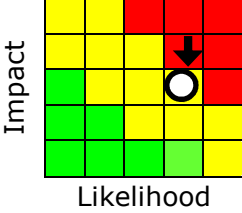
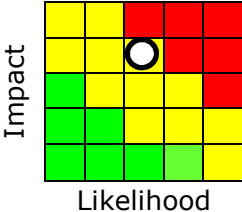
	Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation/Control	Officer	Further Action(s) (if appropriate)	Resource	Due Date	Residual Risk Rating
Generic to Warwick District Council									
1.	Inability to recruit and retain staff	<p>Age profile of staff.</p> <p>Salary levels.</p> <p>DBS checks taking too long to complete.</p> <p>Failure to conclude appointments quickly leading to loss of candidates.</p> <p>Terms and Conditions.</p> <p>Lack of candidates with necessary skills/qualifications.</p> <p>Changes to terms and conditions prompting dissatisfied staff to leave/retire early</p> <p>Lack of progression opportunities</p> <p>High levels of employment locally.</p> <p>Serious Ill Health</p>	<p>Loss of key staff.</p> <p>Inability to recruit.</p> <p>Additional costs for specialist advice.</p> <p>Loss of technical staff to private sector.</p> <p>Reduces capacity to deliver services.</p> <p>Additional strain on other staff.</p> <p>Protracted recruitment process.</p> <p>New staff having less experience.</p>	<p>Shared Services.</p> <p>Workforce planning.</p> <p>Generic Roles where ever possible.</p> <p>Apprenticeships are a possibility for some areas.</p> <p>Bench mark terms and conditions with other organisation.</p> <p>Hand over process where possible.</p> <p>Good communication with staff.</p> <p>Extension of WDC Fixed Term posts.</p>	HR HNS DMT	<p>Use of career graded posts.</p> <p>More flexible job descriptions.</p>	HR DMT	Ongoing	

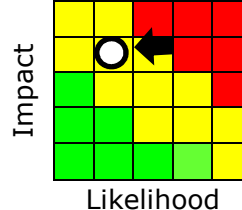
	Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation/Control	Officer	Further Action(s) (if appropriate)	Resource	Due Date	Residual Risk Rating
2.	Failure to meet “Fit for the Future” Objectives	Legislative changes. Policy changes. Financial changes. Service changes. Organisational changes.	Overspending on Medium Term Financial Strategy. Reduced service quality. Service Cuts.	Specific focus on statutory compliance and statutory consultation requirements. Early engagement with recognised Trade Unions. Monitoring to ensure FFF objectives are being delivered. Identifying efficiencies and delivering savings. Effective communication with staff and trade unions.	HR HNS DMT CMT SMT	Ongoing reviews of services	HNS DMT	Ongoing	 <p>FFF savings have been identified for 2018/19</p>
3.	Insufficient money resulting in an inability to provide normal services.	Poor financial planning. Unexpected loss of income and/or increase in expenditure. Fit for the future projects do not achieve sufficient savings. Changes to Government Policy/legislation. Reduced Government grants. Financial savings not made. Budgets exceeded. Insufficient money to provide services as specified. Introduction of shared Enforcement with Rugby BC	Loss making services. Problems delivering key services. Reduced quality of service. Budget exceeded and therefore subsequent budgets reduced. Forced to make large scale redundancies. Inability to repair or replace assets. Not able to sustain new initiatives.	Effective management of Fit for the Future Programme. Effective audit of financial accounts. Effective fees and charges schemes. Delivery plans and overall project plans have been completed. Effective internal audit function. Codes of Financial and Procurement practice. Effective tracking and spending of money	FIN HNS DMT DMT	Longer term asset/financial planning Development of Corporate Asset Strategy Business cases being produced for replacement of car parks.	HNS Fin CMT DMT	Ongoing	 <p>Funding shortfall for replacement of multi storey car parks and children’s play equipment at the end of 2018 / 19.</p>

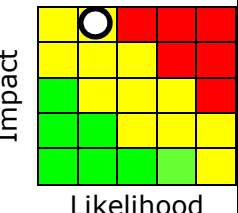
	Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation/Control	Officer	Further Action(s) (if appropriate)	Resource	Due Date	Residual Risk Rating
4.	<p>Failure to:- Respond to new legislation.</p> <p>Comply with new/existing legislation.</p> <p>Take into account legal implications of decisions.</p>	<p>Change in Government policy.</p> <p>Poor decision making.</p> <p>Lack of knowledge.</p> <p>Lack of stability in team resulting in insufficient capacity to implement required changes.</p> <p>New shared enforcement service with RBC</p> <p>GDPR Regulations (GDPR)</p>	<p>WDC unprepared for changes resulting in additional costs/workloads for staff.</p> <p>Damage to reputation.</p> <p>Judicial reviews.</p> <p>Financial impact.</p> <p>Legal action against the Council.</p> <p>Damage to reputation</p> <p>Potential fines and reputational damage</p>	<p>Legal advice available to staff.</p> <p>Communication with professional bodies and organisations to seek assistance and advice.</p> <p>Appropriate training.</p> <p>Stability and clarity in roles maintained</p> <p>Close liaison with RBC, Legal advice, Membership of Mallard Consultancy</p> <p>Ongoing preparation by Neighbourhood Services for Service area to be compliant including:-</p> <ul style="list-style-type: none"> Received written confirmation from contractors that they are GDPR compliant. Consultation with Legal department over GDPR recognised "Sensitive" contracts Integrated GDPR compliance into routine contract monitoring Ongoing liaison with WDC Information Governance Officer Reviewed information channels to ensure GDPR compliance 	<p>HNS DMT</p> <p>DMT</p>	<p>Attend meetings of Professional Bodies.</p> <p>Information sharing with peers</p>	<p>DMT</p> <p>DMT</p>	<p>Ongoing</p> <p>Ongoing.</p> <p>May 2018</p>	 <p>Impact</p> <p>Likelihood</p>

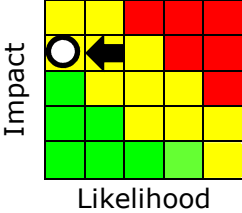
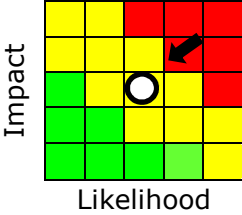
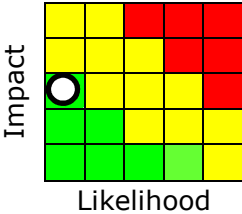
	Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation/Control	Officer	Further Action(s) (if appropriate)	Resource	Due Date	Residual Risk Rating
5.	Loss of IT.	Computer breakdown. Technology problems. System problems, including hacking. Reliance on key staff. Acts of God e.g. fire, hurricane, flood. Power failure. Malicious acts by employee. Reliance on key staff. Hacking/computer virus.	Staff not paid. Reduction in service delivery, failure to meet statutory requirements. Cost implications. Poor data. Dissatisfied customers (and staff). Loss of access to data, provision of data unavailable. Unable to deliver on line services. Staff morale.	IT support. System provider helpdesk. Contract with software supplier to maintain training needs. Well trained staff. Adequate cover. Business Continuity Plan. Back-ups. Manual records. System controls. Duplicate records. Procedure notes. Audit testing. WDC has robust contingency plans. Broadband installed at Oakley Wood.	Divisional managers. System owners.	Continually reviewing business continuity plans.	DMT ICT	Ongoing	<div><div><div>Impact</div><div>Likelihood</div></div></div>

	Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation/Control	Officer	Further Action(s) (if appropriate)	Resource	Due Date	Residual Risk Rating
6.	ICT systems not able to support current service delivery and future improvements.	<p>Failure of the current ICT infrastructure being unable to meet demand.</p> <p>Lack of ICT resources.</p> <p>Systems failure of hardware and software.</p> <p>Use of unsupported third party systems.</p>	<p>Prolonged loss of systems.</p> <p>Additional cost to operate systems.</p> <p>Corrupted information and/or databases.</p> <p>Provision of data.</p> <p>Additional cost for external ICT support.</p> <p>Loss of data (breach of statutory duty)</p>	<p>Third party support and maintenance contracts.</p> <p>Training of super users.</p> <p>Better data management.</p> <p>Review systems to ensure they are fit for purpose.</p> <p>Service Head sits on the ICT Steering Group</p> <p>Not reliant on WCC ICT</p> <p>Retention policy for original source of data</p>	ICT DMT HNS	<p>Ongoing monitoring of new ICT issues until satisfied systems are stable.</p> <p>Implementation of new Bereavement Services System</p>	ICT ICT / BS	2019	
7.	Inaccurate / incomplete information made available to the public	<p>Not entering information.</p> <p>Entering incorrect information</p> <p>Not developing web site to assist access to service information or access to services.</p>	<p>Reduced service delivery.</p> <p>Damage to WDC reputation.</p> <p>Confused customers.</p>	<p>Implementation Plan and quarterly review of web-site.</p> <p>Business Support looking at Website on an ongoing basis</p> <p>Additional staff resources to assist with updating information.</p> <p>Repatriation of calls to WDC makes it easier to manage communications and service changes.</p> <p>Communication initiatives planned through Media Team</p>	HNS DMT	<p>Review process of updating website</p> <p>Communication Plan in place</p> <p>Data capture project has started.</p> <p>Update of website/consultation with Media Team</p>	DMT	Ongoing	

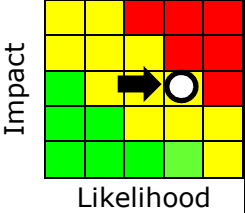
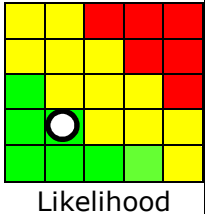
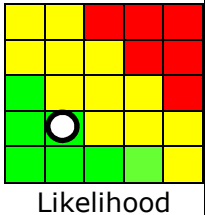
	Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation/Control	Officer	Further Action(s) (if appropriate)	Resource	Due Date	Residual Risk Rating
8.	High or increasing levels of sickness.	Individual workloads increase resulting in higher stress levels. Pandemic. Poor working environment. Staff on long term sick	Some services not delivered. Increase in stress/pressure on remaining staff. Reputational risk. Additional costs to cover key staff.	Detailed monitoring. Effective absence management policies and processes. Continuity planning. Filling vacant posts. Additional staff trained to cremate Working with surrounding authorities	DMS HNS HR	Team Operational Plans are realistic and deliverable Back to work interviews. Reports from Self-Serve System.	OH DMT HR	Ongoing	
9.	Impact of climate change on service delivery	Changes in weather as a result of climate change. Increased high winds, long periods of freezing temperatures, heavy rain or long dry spells.	Long periods of cold weather could reduce our ability to collect waste. Long periods of high winds would impact on trees and increase the risk of damage. Long periods of dry weather will reduce the amount of grass cutting required but will increase the requirement for watering of flowering plants. Changes in water table result in unstable grave conditions	Maintain flexibility in the contract to allow the impact to be minimised. Implement gritting policy when long periods of freezing weather. Reduce floral planting to minimise the watering of these areas. Green Travel Plan Ongoing review of Business Continuity Plan Implementation of Sustainability Action Plan Areas where new graves are to be excavated assessed in advance. Develop Car Park Strategy	DMT WCC	Ongoing review environmental impact of operations.	DMT SO WCC	Ongoing	

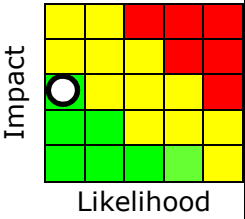
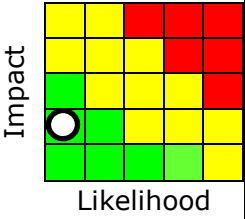
	Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation/Control	Officer	Further Action(s) (if appropriate)	Resource	Due Date	Residual Risk Rating
10.	Accidents/ health & safety of staff in office.	<p>Lack of health & safety good practice.</p> <p>Lack of health and safety awareness.</p> <p>Lack of routine WDC H&S Group meetings</p> <p>A number of new staff members</p>	<p>Injuries to staff</p> <p>Financial claims.</p> <p>Loss of staff morale</p> <p>Adverse publicity/reputational damage</p> <p>Difficulty in service delivery.</p> <p>Increase in sickness.</p>	<p>Lone Worker (radio system).</p> <p>H&S Policy and Procedures in place.</p> <p>Joint Consultative Group (management and unions)</p> <p>Operation of robust risk assessments, safe working practices.</p> <p>Accident/incident reporting and investigation.</p> <p>Safety Advisors inspection of workplace.</p> <p>DSE assessments.</p> <p>Enhancing staff knowledge through IOSH training</p> <p>Appropriate training to new starters asap</p> <p>Introduction of In Case of Emergency (ICE) list of staff within NS</p>	HNS DMS H+S A	Ongoing health and safety training for staff. (IOSH)	DMT	Ongoing	

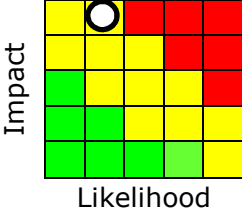
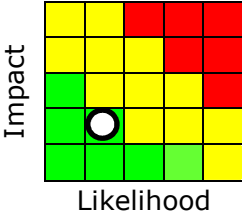
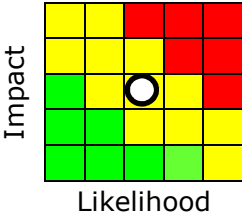
	Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation/Control	Officer	Further Action(s) (if appropriate)	Resource	Due Date	Residual Risk Rating
11.	Accidents / health and safety of contractors	<p>Lack of health & safety good practice/training.</p> <p>Lack of appropriate supervision.</p> <p>Lack of policies and procedures</p> <p>Violence/threats from customers</p> <p>Adverse weather conditions</p>	<p>Injuries to staff.</p> <p>Financial claim.</p> <p>Loss of staff morale.</p> <p>Adverse publicity.</p> <p>Reputational damage.</p> <p>Difficulty in service delivery.</p> <p>Increase in sickness.</p> <p>Actual physical injury.</p>	<p>Regular monitoring of contractors Health and Safety.</p> <p>Embedded Health and Safety consultation process.</p> <p>Health and Safety Policy</p> <p>Robust Risk Assessments</p> <p>DSE Assessments</p> <p>Staff alert list</p> <p>Lone worker procedure</p> <p>Reporting/monitoring procedures</p> <p>Inspection by HSE</p> <p>Suspending or cancelling services due to bad weather</p>	DMT H+S A Contractors	<p>Neighbourhood Services Measure</p> <p>CO's now into routine of H&S checks.</p> <p>Need to undertake audit of process</p> <p>Inspection by H&S Executive</p> <p>Ongoing health and safety training for staff. (IOSH)</p> <p>New working practices introduced in April 17 in respect of H&S contract oversight, which include improved Joint inspection process, increased liaison meeting review, joint H&S committee with contractors, internal H&S policy audit.</p>	Staff time	Ongoing	 <p>Impact</p> <p>Likelihood</p>

	Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation/Control	Officer	Further Action(s) (if appropriate)	Resource	Due Date	Residual Risk Rating
12.	Impact of business continuity incident	Loss of building or office space. Loss or lack of key staff. Loss of key equipment or systems. Denial of access to place of work. Major incident. Loss of power source	Inability to provide services/reduced service delivery. Reputational damage. Financial Loss. Staff Morale. Customer dissatisfaction.	Service Area Crisis Plan Major Emergency Plan. Ability to work from home/contractor depot. IT disaster recovery plan Business Continuity Plan – critical services identified Installation of back-up generator at Oakley Wood Crematorium. Tested via desk top exercise.	HNS CCO Property Services	Ongoing testing and review.	Staff time	TBC	
13.	Growth within Warwick District outstrips the ability for the Council to deliver services.	Increased residential, commercial, and green space development above expectations. Changes in legislation. Vacant posts. Staff resource unable to deliver adequate service response to response due to increased areas	Gaps open up in Council services. Insufficient resource/capacity within the Council. Increase costs.	Growth built into various contracts. Local Plan. Joint planning and delivery arrangements. Fill posts as they become vacant Continually review Service Plans and Team Operational Plans Review of NS Structure	DS DMT FIN	Monitoring developments changes and actions require Review contractor capacity to take on additional work	Additional costs + staff time	Ongoing	 Projected property growth included in MTFS.
14.	Strike Action	National ballot Union Actions Unhappy staff	Breakdown of employment relationship Loss of reputation through disruption to service delivery Staff morale.	Strong formal and informal communication forums and mechanisms at a local level	CMT/SMT	Introduction of National Living Wage	Staff Time	NA	

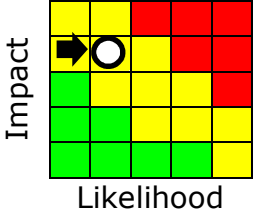
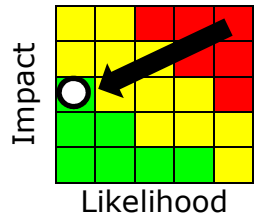
	Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation/Control	Officer	Further Action(s) (if appropriate)	Resource	Due Date	Residual Risk Rating
15.	Failure to communicate effectively	Untrained staff Reorganisation Inaccurate data on systems or website Poor communication/information High workload. Reliance on key staff. Staff absence. Human error. Inappropriate form of communication. New Staff	Incorrect information used to carry out work. Negligence and liability claims Adverse publicity Loss of reputation Waste of resource Poor service to customers Additional workload. Staff morale. Stress.	Monthly team meetings. One-to-ones. E-mail. Intranet. Circulation of minutes from meetings. Corporate communication strategy. Staff training. Qualified/experienced staff Quality standards Good IT/Information Systems Web improvement plan Use of social media	All staff. Media Team	NS Coms Plan	Staff Time	Ongoing	<div><div>Impact</div></div>
16.	Failure of other WDC/ partners/ stakeholders /department to provide services as agreed / expected	Reorganisation of collaborative departments Failure to recognise workflow through other departments Insufficient staff / resource available	Disjointed services to customers Missed opportunities Negative impact on staff morale Increased customer complaints Reputational damage	Good lines of communication between key members of staff Joint corporate working groups SMT intervention	DMT SMT	Regular meetings between NS and officers from other Service Areas	Staff Time	Ongoing	<div><div>Impact</div><div>Likelihood</div></div>

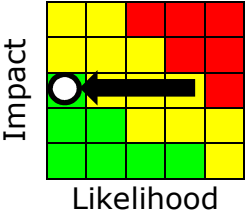
	Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation/Control	Officer	Further Action(s) (if appropriate)	Resource	Due Date	Residual Risk Rating
	Generic to Neighbourhood Services								
17.	Stratford Road Depot lost to development.	Local Plan	Lack of Contractor Depot. Contractor Depot needs to be moved within development site. Contractor needs to find new site.	Routine liaison with planning colleagues and strategic managers. Communication with contractors,	DMT Contractors	Monitor time scales	DMT	Ongoing	
18.	Council to meet its legal implications under Waste England and Wales Regulations 2001 i.e. the "TEEP test"	The legislation requires that Regulation 13 of the adjacent legislation is fulfilled by 1 January 2015	Potential legal challenge if requirements not met	Report produced setting out WDC compliance and shared with Members Use of a kerbside collection scheme to collect recyclables separately.	DMT Contractors			NA	
19.	Anti-Social Behaviour in Parks & Cemeteries	Quality and condition of park Perception of safety by public	Reduction in use of parks. Public feel unsafe Vandalism/costs to repair damage Staff assault	Well maintained parks Ranger Service Partnership working with homelessness charities and action groups. Changes to landscape to deter anti-social behaviour considered as part of general maintenance and when new areas are being designed.	DMT	Ongoing reviews	DMT	On-going	

	Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation/Control	Officer	Further Action(s) (if appropriate)	Resource	Due Date	Residual Risk Rating
20.	Driving for work (council and personal vehicles) – Accidents.	Poorly maintained vehicles Staff not trained in their responsibilities Stress/Tiredness	Damage to vehicle or property Persona injury, Legal action, insurance claims etc.	Regular maintenance and checks of vehicles Staff training at commencement of job role. Effective health & safety controls and risk assessments Staff Provision of own insurance for Business use of personal vehicles ICE contacts available for NS Staff	DMT	Highlight to SMT in corporate H&S Quarterly Report. Need to check individual's MOT, Licence etc. Who will do work? Corporate review of procedures to ensure all appropriate checks are in place.	Staff time	On-going	
21.	Homeworking – poor service level and health and safety risks present.	IT provision not working H&S risks not mitigated Appropriate level of service delivery not maintained	Inability to deliver work programme Legal challenge Customer expectation not met Poor staff welfare/increased stress/ Isolation Dissatisfaction for staff either being coerced into homeworking or denied homeworking Insurance claim	Effective H&S controls in place for work place assessment and lone working. Effective management of service delivery The issue of the use of routine use of laptops and DSE assessments and working at home needs to be resolved, arguably through the WDC H&S Group.	DMT HNS			NA	

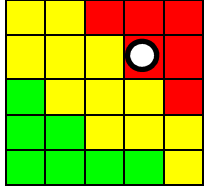
	Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation/Control	Officer	Further Action(s) (if appropriate)	Resource	Due Date	Residual Risk Rating
22.	Failure by WCC to provide appropriate disposal sites for waste i.e. landfills, Civic Amenity Sites etc.	Landfill Operators cease to trade. Fire / mechanical breakdown at facility. Poor access maintained.	Additional resources required by contractor. Additional cost. Inability to provide waste collection service.	Good communication between Warwickshire County Council and Warwick District Council. WCC have told us that HWRC at Princes Drive will be used in an emergency situation	WCC DMT	More robust WCC Continuity Plan	WCC	Ongoing	
23.	Possibility of Non-compliant procurement	Lack of awareness of issues Deliberate act Lack of training	Legal challenge Loss of reputation Failure to achieve best value	Effective staff training and management of procurement processes Review of procurement policy and processes. Regular discussions with the Procurement Team Use of Contract Register	DMT Procurement Team	Ongoing Review	DMT	Ongoing	
24.	Failure to correctly monitor/ manage budgets	Insufficient staff training Pressure of work leading to insufficient resource being committed Uncertainty of income due to external factors.	Uncertainty for corporate budgets Unable to meet service commitments	Regular budget monitoring Regular meetings with Finance Training of Budget Managers Total training More budget codes to be created alongside different individuals having responsibility	HNS DMT			Ongoing	

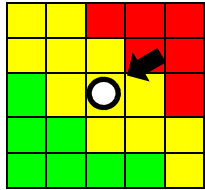
	Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation/Control	Officer	Further Action(s) (if appropriate)	Resource	Due Date	Residual Risk Rating
25.	Not applying Equality and Diversity principles	Non-compliance with legal requirements Discrimination against group or person	Challenge by Govt Department or external agency Legal action and/or compensation claim by group or individual	Staff training and awareness raising Regular review of Equality Impact assessments Information provided centrally	SMT DMT	Review with support of HR Team	HR	Ongoing	<div><div>Impact</div><div><div><div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div></div><div>Likelihood</div></div></div></div>
26.	Failure to make progress on corporate and departmental priorities	Unable to provide sufficient resources to support these areas of work. Restructure New Services Vacant posts	Reputation undermined due to failure to meet commitments that have been made publically. Organisational priorities not delivered.	Regular prioritisation of work through services and corporate meetings Managing expectations by publishing and sticking to realistic time scales Continually monitor workloads Realistic Service Plans and Team Operational Plans.	DMT	Continual Review	DMT CMT SMT	Ongoing	<div><div>Impact</div><div><div><div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div></div><div>Likelihood</div></div></div></div>

	Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation/Control	Office r	Further Action(s) (if appropriate)	Resource	Due Date	Residual Risk Rating
Bereavement Services									
27.	Customers or their agents not able to access facilities (on time)	<ul style="list-style-type: none"> Traffic incident or other emergency situation affecting access Extreme weather On site vehicle congestion 	<ul style="list-style-type: none"> Disruption to services and impact on other customers Unable to manage peak workflow Additional overtime and/or fuel costs Non-compliance with working time directive Increased risk of accident due to working in darkness Non-compliance with statutory instrument 	<ul style="list-style-type: none"> Emergency and contingency plans in place Good communication with key stakeholders Standard operating procedure Selection and training of staff Good communication with key contractors Enhancement of resilience – multi-skilled staff Capital plan to increase car parking facilities completed Nov 2016 Timeslots in chapels extended from June 2017 6 day services available from April 2017 	BSDM	.			
28.	Disruption in utilities (LPG or Electricity)	<ul style="list-style-type: none"> fuel shortage Changed to contacted supplier Breakdown of telemetry system. Emergency requiring isolation of LPG tanks Adverse weather conditions affecting power lines Incident involving sub-station or supply infrastructure 	<ul style="list-style-type: none"> Cremation services cease Potential build-up of volatile gasses in cremation chambers due to uncontrollable combustion Loss of reputation Non-compliance with environmental protection legislation Litigation from customers or regulator Cremators fail to pre-heat on schedule, causing delays and potential disruption to specific religious practices (eg witness charge) Vital elements of service not able to be provided (music, lights, curtains) Emergency generator installed and "live" test has taken place. 	<ul style="list-style-type: none"> Priority customer status through contract with LPG supplier. Emergency and Contingency plans in place Members of staff check if there has been a power cut out of hours Mutual aid arrangements in place with neighbouring authorities. UPS fitted to music systems 	BSDM	Install UPS to PC's that may be affected by any lag between power outage and generator start up (approx 5 mins) to prevent data crash	ICT	ongoing	

	Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation/Control	Office r	Further Action(s) (if appropriate)	Resource	Due Date	Residual Risk Rating
29.	3 rd party impact on service provision	<ul style="list-style-type: none"> Customer appointed agent or contractor failing to comply with regulations. Incorrect or last minute changes to information supplied Failure to implement proper controls or procedures Service or corporate appointed contractor failing to meet contract specifications. Poor resilience of contractors (eg having insufficient trained staff and/or plant and vehicles to perform duties N.B risk of failure of cremator service contractors is dealt with under risk 31 rather than in this section to aid clarity. 	<ul style="list-style-type: none"> Damage to cremation equipment Non-compliance with environmental protection legislation Breach of permit conditions Increased risk of infection or injury Unauthorised burial or cremation Reputational damage Litigation Failure in "duty of care" to visitors. Increased customer complaints due to standards not being properly maintained. Insufficient time to react to changes resulting in delayed or cancelled burial Increased contractor cost to call in extra labour to react to short-notice changes Poor standards of service for visitors Increased burden on officer time managing contractors and recalls for poor performance 	<ul style="list-style-type: none"> •3rd party cremation indemnity statements •Regular liaison with key stakeholders and national stakeholder organisations •Training offered to stakeholders when employing new staff •Corporate Membership FBCA •Officer membership of ICCM •Permission to erect memorials only issued to monumental masons registered with BRAMM or NAMM RQMF •Memorial safety inspection programme – with contracted stonemason •Officers trained to NAMM standard •Emergency and contingency plans in place *regular liaison with contract management officers and contractors *liaison with higher management from funeral directors who have short term issues with quality of information *Assist with CPD for new staff taken on by FDs * Default notice issued to contractors for failing to meet GM standards *WDC purchase of cemetery dumper to prevent lost time transporting equipment around. *additional contract staff have been COTS trained – improved resilience for burial services. *2018 GM schedule agreed between contract management and contractors 	BSDM	Review memorial safety policy in line with current industry standards	Officer Time	Ongoing	 <p>Impact</p> <p>Likelihood</p>

	Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation/Control	Office r	Further Action(s) (if appropriate)	Resource	Due Date	Residual Risk Rating
30.	Failure to adequately maintain buildings or infrastructure	<ul style="list-style-type: none"> Insufficient planned or reactive repairs budget available. Poorly planned repairs and allocation of resources Diminishing funds to allow improvements to facilities 	<ul style="list-style-type: none"> Customer dissatisfaction. Increased risk of accident or incident Damp damaging book(s) of remembrance Additional costs for emergency repairs inc wildlife protection if out of season 	Service representation at ASG (HNS) and Asset Steering Group and manager representation at Asset Management Group (AMG) Planned preventative maintenance programme Regular maintenance meetings held between Property surveyor and BSDM to highlight issues and plan programmes of work	BSDM	Ongoing financial pressures in council finances – not all future years PPM has been financed.	Asset Team	Staff shortages in Asset Tam have hindered progress in some areas	
31.	Loss of cremation equipment	<ul style="list-style-type: none"> Explosion caused by implants or unauthorised items in coffin Mechanical breakdown Planned maintenance. Lightning strike affecting PLC See also risk 28 – any interruption in utilities has the potential to affect cremation equipment. Failure of contractors to adequately maintain equipment Uncontrolled combustion or insufficient abatement 	<ul style="list-style-type: none"> Unexpected repair bills Services interrupted / delayed Loss of reputation Loss of market share Unacceptable working conditions H&S implications Prosecution or civil action Non-compliance with environmental acts Elongated recovery periods Unexpected expenditure to use neighbouring facilities, transport costs, etc... if facilities are not operational within 24hours Increased stress for members of staff and long working hours to catch up on backlog Closure enforcement by regulator 	<ul style="list-style-type: none"> Regular liaison with stakeholders Emergency and contingency plans Network of contact with other cremation authorities Use of specialist ICT consultants to retrieve data. Contract with ATI terminated due to poor performance. Special permission to “pay-as-you-go” using chief executive delegated powers to engage original supplier into repair and maintenance work 	BSDM	New maintenance and repair contract to be let.	BSDM/ HNS/ FIN	2018	

	Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation/Control	Office r	Further Action(s) (if appropriate)	Resource	Due Date	Residual Risk Rating
32.	Loss of statutory documents and other important (non-statutory) records	<ul style="list-style-type: none"> Disruption of Service, facilities. Major incident e.g. fire Deliberate act of vandalism Lightning strike affecting crematory PLC Damp ingress in chapel of remembrance Loss of ICT (see risk no 7) Missing information from some records/plans inherited from urban councils that were responsible for burial services prior to formation of Warwick District Council 	<ul style="list-style-type: none"> Unable to identify grave location Unable to identify registered owner of exclusive right of burial Incorrect legislative regulations applied if consecrated and unconsecrated land cannot be differentiated. Noncompliance with legislation Book(s) of remembrance damaged/destroyed 	<ul style="list-style-type: none"> Registers kept in fire proof safes Duplicate plans kept off site Burial and Cremation Registers scanned and kept off site Books of remembrance scanned and installed onto sookie server Only "todays" book kept in chapel of remembrance, other volumes kept in fire proof safes in office. Ashes location information cards from 1971-1983 has been scanned by BS staff Ashes location registers 1983-1993 have been scanned by BS staff Source documents retained for 15 years Project for DMC to photograph cremation registers from 1971 – 1993 complete Book of remembrance orders scanning complete April 2017 Improved back-up facilities, broadband link complete Aug 2017 	BSDM	<ul style="list-style-type: none"> ICT improvements to include facility to print computerised records (which can then be kept off site) ICT steering group have agreed there is a need to change the CAS system. BSDM, HNS & ICT reviewing potential CAS replacements Specific risk register detailing data transfer implications will be drawn up as part of the CAS replacement project. 	Staff Time and funding to digitise maps and historical data – backfilling of BSDM duties to be part of cost of CAS upgrade project		 <p>Waiting to commence replacement of BS ICT system.</p>

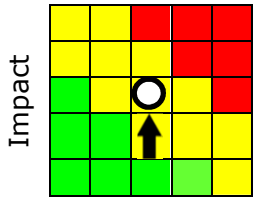
	Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation/Control	Office r	Further Action(s) (if appropriate)	Resource	Due Date	Residual Risk Rating
33.	Loss of BS ICT	<ul style="list-style-type: none">• Failure of broadband infrastructure• Failure of onsite infrastructure• Failure in other council software or infrastructure• Failure of "Wesley music"• Malicious intent	<ul style="list-style-type: none">• No access to email, Total, Wesley Music downloads and other vital applications• Extra staff time needed to access software applications from other sites• Drain on staff recourses in other departments, especially ICT• Increased timescales to respond to customers leading to poor service• Increased likelihood of information being missed and wrong or out of date instructions being followed• Additional staff stress and fatigue• Daily workflow not printed if connection is lost.	<ul style="list-style-type: none">• Server "sookie" on site at crematorium• Local log on to "sookie" enabled for crematorium PCs• ICT monitoring data usage• Well tested contingency plans in place to ensure continued provision of music for services• Use of agile working from Riverside house or other WDC venue to enable access to email, Total and other vital applications• BSDM has email facilities enabled on WDC mobile phone	BSDM ICT	<ul style="list-style-type: none">• Purchase of portable music system for emergency use (system currently on loan)			 <p>Impact</p> <p>Likelihood</p>

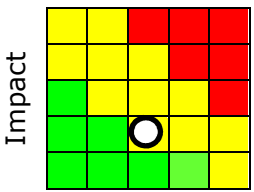
	Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation/Control	Office r	Further Action(s) (if appropriate)	Resource	Due Date	Residual Risk Rating
34	Accidents and Near Misses within Bereavement Services	<ul style="list-style-type: none"> Changes with key staff New/trainee staff Reduced staffing levels Changing legislation Safe Systems of Work and Risk Assessments not up to date Equipment failure Lone working conditions Lack of health & safety good practice. Lack of health and safety awareness. 	<ul style="list-style-type: none"> Injury to staff/public/Contractors Reputational risk legal proceedings Financial claims. Loss of staff morale Adverse publicity and reputational damage Difficulty in service delivery. Increase in sickness absence 	<ul style="list-style-type: none"> Competent cremator operatives H&S (IOSH) qualification mandatory for BS staff NS Training Matrix gives priority to IOSH and Cremator technician qualifications for BS staff Bank staff employed to enhance staffing levels during busy periods and at times of high absence levels. Lone working policy Corporate H&S expertise available Changes to protocol for charging coffins in place whilst automatic equipment is undergoing repairs. 	BSDM	<ul style="list-style-type: none"> Overview of Safe Systems of Work and Risk Assessments Additional training Completion of infrastructure changes highlighted in fire risk assessment Additional staff requirement report to Exec & Employment Replacement equipment to be ordered 	DMT DMT Prop BSDM BSDM	Ongoing Ongoing Nov 2018 Sept 2018	

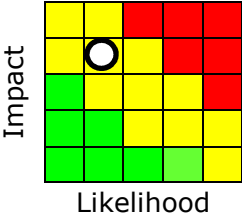
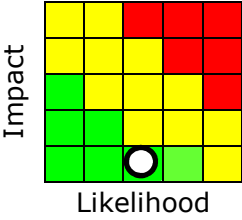
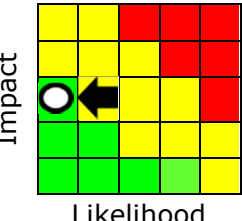
	Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation/Control	Officer	Further Action(s) (if appropriate)	Resource	Due Date	Residual Risk Rating
Off Street Car Parking									
35.	Shortfall in Car Park income.	<p>The general economic climate.</p> <p>Parking habits of customers altered by the closure of MSCP's</p> <p>Adverse weather conditions</p> <p>Closure of car parks</p>	Shortfall in off-street car park income.	Monthly monitoring of car park income against estimates allows us to identify income being behind budget.	DMT	<p>Current Car Park income is on budget.</p> <p>Positive out turn in previous years</p> <p>Closer monitoring and more focus on projections</p>	DMY	Ongoing	

	Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation/Control	Officer	Further Action(s) (if appropriate)	Resource	Due Date	Residual Risk Rating
36.	Claims from Slippery conditions in car parks/parks during periods of freezing weather.	An increase in the frequency of cold winters resulting in periods of sustained periods of ice and snow.	Claims from members of the public resulting from accidents.	Where there is a forecast for periods of snow / icy conditions of over three days specified areas of the car parks should be gritted. This would be undertaken by the Rapid Response Teams with grit supplied by WCC as part of our agreement. The Car Park Manager or the Senior Rangers in their absence will confirm that gritting is to take place. The areas where gritting will take place are identified on plans maintained by parking services. A priority listing of the car parks to be gritted will be maintained and kept under review. Gritting Policy Review	DMT WCC Staff	Ongoing liaison with WCC	Staff time	Ongoing.	
37.	Damage to P&D machines in off-street car parks including Pay on Foot.	Vandalism / burglary.	Loss of income. Inconvenience to public.	Rangers as part of normal duties. Daily inspections of every machine. Increased frequency of cash collection. Sufficient insurance cover Improved security of targeted P&D machines	DMT / Staff	Ongoing inspection of machines. Annual review of cash collection frequencies and insurance levels.	Staff time	Ongoing	
38.	Damage to vehicles and persons in off-street car parks and parks	Vandalism. Accidents. Physical attacks.	Loss of Income. Reputation. Economic /Tourism.	Rangers / possible use of body cameras CCTV. Public. Police.	DMT / Staff	Ongoing inspection within car parks.	Staff time	Ongoing	

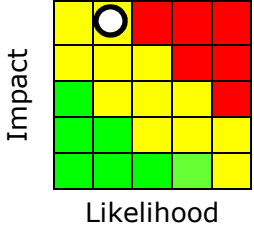
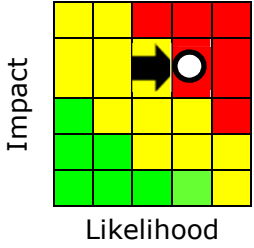
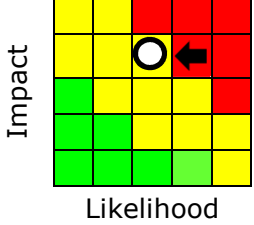
	Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation/Control	Officer	Further Action(s) (if appropriate)	Resource	Due Date	Residual Risk Rating
39.	Structural Integrity of Multi-storey car parks	Poor maintenance regime. General deterioration through age.	Loss of income due to closure of car park. High cost repairs. Impact of local business. Shortage of car parking capacity	Improved maintenance regime with regular expert testing of the buildings. Capital investment to prolong life expectancy of car parks. New Car Park Project Manager appointed to assist with the delivery of the various strands of work. Scape framework to be used to utilise the technical advice required and progress projects through to delivery where agreed.	DMT	Linen St will undergo a monthly structural survey to ensure it is safe for public use. A feasibility study is underway to ascertain the long term options for the site. It will close sometime in the near future as it has reached the end of its design life. Covent Garden MSCP will be rebuilt as part of the HQ relocation project. Interim remedial works were completed in 2017 to maintain the safety of the site for public use. The proposed demolition is due in 2019 with an 18 month build period. St Peters remedial works completed end of 2017.	CPPM		 Impact Likelihood

	Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation/Control	Officer	Further Action(s) (if appropriate)	Resource	Due Date	Residual Risk Rating
40	Increased complaints/queries/over car parking issues surrounding Covent Garden demolition and new HQ/Car Park	Lack of car parking generally. Parking not at the desired location. Users not aware of closure. Users not aware of alternative parking.	Increase calls, emails etc. Increase in PCN's	Recruitment of additional Rangers and Business Support Staff. Dedicated project management resource. Dedicated short stay parking at St. Peters Car Park. Use of Riverside House Car Park at weekends. Use of part of Riverside House Car Park on weekdays. Signage Strategy. Communication/Marketing Strategy. Engagement of parking consultant. New car parks at Archery Road/Princes Drive and Court Street. Increased parking capacity on-street. Working closely with partner organisations.	DMT CMT SMT	Ongoing monitoring during the displacement strategy and amend plan as necessary.	Staff time	July 2019 for 18 month period	

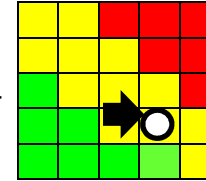
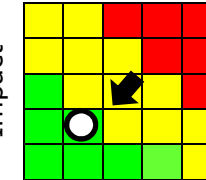
	Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation/Control	Officer	Further Action(s) (if appropriate)	Resource	Due Date	Residual Risk Rating
Green Spaces									
41.	Playgrounds, playground equipment, BMX parks and Skate Parks not fit for purpose.	Vandalism. Misuse by users. Lack of maintenance. Unsupervised children. Wear and tear of equipment / surface. Litter / faeces. Poor design. Lack of funding.	Personal injury. Liability. Loss of reputation.	Inspections/Checks. Play area improvement programme. Play strategy. Annual independent inspection. Post installation inspection report for new equipment. Equipment installed to appropriate British Standard. Allocation of funding to provide equipment.	DMT	<p>Review accidents + insurance claims.</p> <p>There is now a play area team ROSPA trained</p> <p>Independent Annual inspection carried out in March 2017, and planned for 2018</p> <p>Refresher training for play area team and Council staff</p>	Staff time	Ongoing	

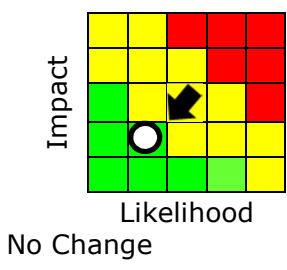
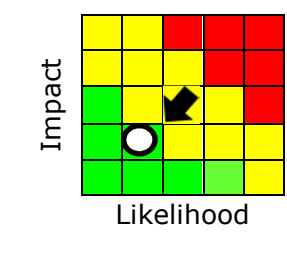
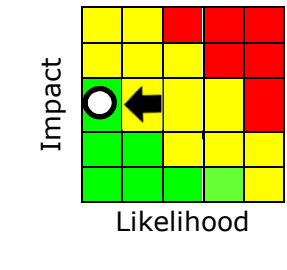
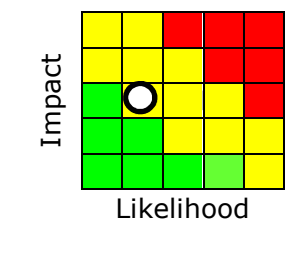
	Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation/Control	Officer	Further Action(s) (if appropriate)	Resource	Due Date	Residual Risk Rating
42.	Direct injury and damage caused by trees.	Poorly maintained trees. Extreme weather. Poor/ inaccurate inventory. Vandalism. Lack of proactive inspections. Not implementing actions. Insufficient budget. Insufficient resource.	Injury to people and property. Delays on Highway. Cost of making good. Loss of reputation.	Regular independent tree inspections. On-going maintenance. Informal monitoring.	DMT WCC	Monthly operational meetings with WCC Forestry Team and GST Agree work programme following tree survey - Ongoing New tree inspection regime in place	DMT and WCC Forestry	Reviewed annually	
43.	Insurance type claims/damage caused by trees.	Trees historically inappropriately located. Houses, buildings, structures built too close to trees. Insufficient information about current tree stock.	Risk of damage to property / infrastructure. Insurance claims from damage sustained. Loss of public trust and confidence in our operations.	Reactive maintenance. Regular independent tree inspections.	DMT WCC	Monthly operational meetings with WCC Forestry Team and GST Agree work programme following tree survey – ongoing New tree inspection regime in place	DMT and WCC Forestry	Reviewed annually	
44.	Long term reputational risk from trees.	Tree work not getting completed in timely manner due to lack of resource. Loss of tree specialism from Council.	Loss of public trust and confidence in our operations.	Work with partners. SLA with Warwickshire County Council. Additional funding.	DMT WCC	Monthly operational meetings with WCC Forestry Team and GST Agree work programme following tree survey – ongoing New tree inspection regime in place	DMT and WCC Forestry	Reviewed annually	

	Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation/Control	Officer	Further Action(s) (if appropriate)	Resource	Due Date	Residual Risk Rating
45.	Risk of trees becoming diseased	Pests and diseases. Spread of new disease. Climate change.	Loss of stock. Cost of maintenance and/or removal.	Risk Survey. Awareness of national issues. On-going maintenance.	DMT WCC	Review disease spread. GST to get monthly updates at operational team meetings. Reported cases of ash dieback now in West Midlands. Refer to Forestry Commission website for update and advise	Staff time Arb Assoc WCC.	Ongoing. Ongoing	
46.	Building-related problems.	Reduced staff within Asset Management Team due to sickness Lack of proactive inspections. Not implementing actions from these inspections Not responding to responsive repairs Insufficient budget for responsive repairs and the Open Spaces Planned Preventative Maintenance Programme	Closure of park, building and structure Personal injury. Liability. Loss of reputation.	An Open Spaces Planned Preventive Maintenance Programme was mainly completed 2017/18. The OS PPM is funded for 2018-2019. The OS PPM is to be repeated every three years A surveyor carries out regular inspections of all the buildings/structures that they are responsible for.	CMT	The OS PPM is not fully funded for future years which needs to be resolved. Update the OS PPM to add in any missed assets and re-calculate the costs for 5 – 25 years.	Staff time.	Annually when budget setting	
47.	Failure to consult affectively with "Friends of" groups.	Not aware of consultees. Poor relationship with friends group. Lack of resource/time. Lack of awareness.	Lack of funding. Reputation. Focus groups become protest groups.	Engage with groups. Dedicate resource to groups.	DMT	Part of very Project Brief. Community Ranger involved in consultation exercises	Staff time	Ongoing Ongoing	

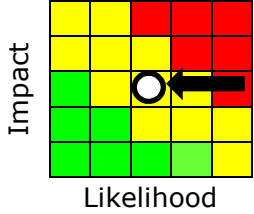
	Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation/Control	Officer	Further Action(s) (if appropriate)	Resource	Due Date	Residual Risk Rating
48.	Drowning or injury as a result of water body in vicinity of park or open space.	Flooding. Public misuse. Lack of maintenance of structures and minor watercourses. Failure of water use operators.	Drowning / physical injury. Reputation. Cost. Compensation claim.	Water Safety Review. Maintenance of structures by Warwick District Council and third parties. A number of the no diving/jumping signs have been removed by vandals hence change in rating. Remedial work in hand – Need to look at alternatives for Charter Bridge	DMT	Review ROSPA recommendations	Staff time		
49.	Ability to deliver on Green Space Strategy.	Lack of funding Lack of resources. Changes in planning legislation.	Poor quality of open space. Lack of open space. Failure to meet Council Vision. Closure of children's play areas.	Delivery of action plan for Green Space Strategy. Lottery Funding. Disposal of low quality assets to give funding. Funding from Local Plan via planning department.	CMT HNS DMT FIN	Identify next PAR projects and there funding requirements Meet Green Space Development Group Review of the Green Space Strategy and refresh of the Green Space Action Plan Agree source of long term funding beyond 18/19 for PAR projects, PPM Open Spaces and PPM Play Areas.	Staff time Finance Public Amenity Reserve and offsite contribution reserve	Ongoing	
50	Direct injury and/or damage caused by footpath works by contractors in parks	Contractor procurement Contractor supervision Insufficient RAMS	Personal injury. Liability. Loss of reputation	Contractors that are fully H&S compliant Robust RAMS	DMT	Monthly operational meetings between H&P Services and GST on health and safety issues Pre start meetings and random checks being carried out by GST and Ian Carden		Monthly review	

	Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation/Control	Officer	Further Action(s) (if appropriate)	Resource	Due Date	Residual Risk Rating
51	The uncertainty around Sustainable Urban Drainage Systems (SuDS) in their provision, management, maintenance and their future liabilities.	No clear national or local guidance or policy on SuDS. More development means more SuDS provision No maintenance or budget provision on current SuDS on WDC land	Failure of SuDS leading to damage to properties and serious disruption Reputation Compensation claim. Poor water quality Poor open spaces.	Senior Officers currently meeting to review current and future provision to understand the issues and the best way forward with respect to statutory obligations, planning, design, management and maintenance.	CMT SMT DMT WCC Legal Team	The working group to meet on regular basis and report on actions.	Staff time	Ongoing	 <p>Looking at options to commission professional services in advising on SuDS</p>

	Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation/Control	Officer	Further Action(s) (if appropriate)	Resource	Due Date	Residual Risk Rating
Contract Services									
52.	Service disruption.	Strike action by Contractors. Bad weather. Loss of disposal route.	Piles of refuse/recycling on streets. Health Risks. Financial impact. Reputation undermined. Essential services not delivered. Increase in service demand. Inability to meet service demand. Failure to meet legislative requirements.	Business Continuity Plan. Contractors will employ staff from other areas. Flexibility of contractors and staff. If usual disposal route not an option would deliver to another disposal route. Reprioritise services.	HNS DMT Contractors WCC	WCC Continuity Plan Regular Liaison	Staff time	Ongoing	
53.	Demobilisation of previous Grounds Maintenance Contract – Stratford Road Depot.	Legal dispute Contractually the previous grounds maintenance contractor should have left Stratford Road Depot in good order. WDC claiming that they did not, and that it has cost WDC approximately £50,000 to put right.	Depot dilapidations not completed as required	Discussions with legal team Discussions with Assets Team	HNS Prop WCC Legal Team	Legal dispute still on-going with contractor and WDC legal team. Position being reviewed now that a lease has been signed with the new grounds maintenance contractor.		Ongoing	

	Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation/Control	Officer	Further Action(s) (if appropriate)	Resource	Due Date	Residual Risk Rating
54.	De-mobilisation of previous Grounds Maintenance Contract – completed work	Legal dispute From WDC perspective the previous grounds maintenance contractor did not complete all work and WDC deducted approx. £50,000 of payment as a result whilst they believe that WDC owe them approximately the same amount of money for 2 weeks' worth of work.	Work not completed before end of contract.	Discussions with legal team	HNS WCC Legal Team	Legal dispute still on-going with contractor and WDC legal team.		Ongoing	 Likelihood No Change
55.	Lack of training in risk management and Construction Design and Management Regulations.	Lack of trained individuals Poor communications within Council Loss of trained individuals from Council.	Increased risk of accidents. Reputational risk	Understand who within Council is trained in construction regulations Basic awareness training in place for appropriate individuals within Contract Services. Agree Project PIDs including roles + responsibilities	HNS DMT Prop.	Ongoing monitoring of all project works. Officer assigned to this area of work		Start of each project.	 Likelihood
56.	Impact on service delivery due to the introduction of the National Living Wage in April 2016.	Contractor reduces workforce to balance budget.	Financial impact. Reputation undermined. Essential services not delivered correctly. Inability to meet service demand. Failure to meet legislative requirements.	Discussions with legal team. Ongoing contractor meetings.	HNS DMT Contra ctors	The frequency of contract meetings has been increased to closely monitor performance levels of contractors.	Legal Services Staff time	Ongoing	 Likelihood
57.	Performance of Waste Collection Contractor not to contract specification.	Contractor reduces workforce to balance budget due NLW. Lack of trained individuals. Poor communications within Council is changes to frequencies are required. Vehicles not fit for purpose. Poor contract oversight from WDC.	Financial Impact. Reputation undermined. Essential services not delivered correctly. Inability to meet service demand. Failure to meet legislative requirements. Detrimental impact on administrative support services to high customer complaints.	Daily/weekly works program spot checked by WDC Contract Officers Weekly joint inspections of the contracts by WDC Contract Officers. Daily interaction with contractors. Rectification notices issued for contract work not to specification. Default notices issued to the contractors for failure to deliver to contract specification.	HNS DMT Contra ctors	Regular Liaison Financial deductions being made as appropriate The frequency of contract meetings has been increased to closely monitor performance levels of contractors.	Staff Time	Ongoing	 Likelihood

	Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation/Control	Officer	Further Action(s) (if appropriate)	Resource	Due Date	Residual Risk Rating
58.	Performance of Street Cleansing Contractor not to contract specification	Contractor reduces workforce to balance budget due NLW. Lack of trained individuals. Poor communications within Council is changes to frequencies are required. Vehicles not fit for purpose. Poor contract oversight from WDC.	Financial Impact. Reputation undermined. Essential services not delivered correctly. Inability to meet service demand. Failure to meet legislative requirements. Detrimental impact on administrative support services to high customer complaints.	Daily/weekly works program spot checked by WDC Contract Officers Weekly joint inspections of the contracts by WDC Contract Officers. Daily interaction with contractors. Rectification notices issued for contract work not to specification. Default notices issued to the contractors for failure to deliver to contract specification.	HNS DMT Contractors	Regular Liaison Financial deductions being made as appropriate The frequency of contract meetings has been increased to closely monitor performance levels of contractors.	Staff Time	Ongoing	

	Risk Description	Possible Triggers	Possible Consequences	Risk Mitigation/Control	Officer	Further Action(s) (if appropriate)	Resource	Due Date	Residual Risk Rating
59.	Performance of Grounds Maintenance Contractor not to contract specification	Contractor reduces workforce to balance budget due NLW. Lack of trained individuals. Poor communications within Council is changes to frequencies are required. Vehicles not fit for purpose. Poor contract oversight from WDC.	Financial Impact. Reputation undermined. Essential services not delivered correctly. Inability to meet service demand. Failure to meet legislative requirements. Detrimental impact on administrative support services to high customer complaints.	Daily/weekly works program spot checked by WDC Contract Officers Weekly joint inspections of the contracts by WDC Contract Officers. Daily interaction with contractors. Rectification notices issued for contract work not to specification. Default notices issued to the contractors for failure to deliver to contract specification.	HNS DMT Contractors	Regular Liaison Financial deductions being made as appropriate The frequency of contract meetings has been increased to closely monitor performance levels of contractors. More frequent Partnership Board meetings to agree improvement programme or alternative contract delivery arrangements. New working practices introduced in April 17, with closer monitoring of the contract, and an ongoing review of the changes! Improvement plan implemented	Staff Time	Ongoing	

Key: HR=Human Resources: HNS=Head of Neighbourhood Services DMT=Departmental Management Team. CMT=Corporate Management Team. SMT=Senior Management Team. FIN=Finance. CCO Civil Contingencies Officer. SO=Sustainability Officer. OH Occupational Health. BSDM=Bereavement Services Development Manager. Prop=Property Team