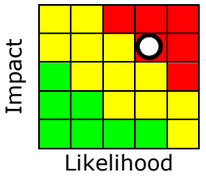
Health & Community Protection - Risk Register

February 2019

GENERIC – STAFF/HUMAN RESOURCES									
	Risk Description	**Possible Triggers**	**Possible Consequences**	**Risk Mitigation/Control**	**Officer**	**Further Action(s) (if appropriate)**	**Resource**	**Due Date**	**Residual Risk Rating**
GR1	**Staff Resources - Loss of key staff/skills, Appointment & Retention, ill health and other emergencies.** **Staff Transitions, vacant posts**	• Ill health inc infectious disease outbreaks, stress • Staff turnover (finding work elsewhere, low pay, dissatisfaction, low morale, qualifications, poor working conditions, shortage of skilled staff, lack training opportunities, lack development opportunities, Redundancy, retirement) • Lack of key staff/knowledge. • Lack of adequate cover bank holidays/ emergencies, including outbreaks/epidemics • Lack of succession planning and Unfilled Vacancies • External emergency situation (Flood, Act of Terrorism, Pandemic Flu, other hazard). • Retirements or other duties (elections) • Maternity/paternity leave.	• Skills shortage. Unable to respond to service area matters. • Insufficient resources to maintain adequate service/ reduced service/ service failure • Lack of Proper officer/officer with delegated authority/officer with relevant certification/ qualifications available to progress workflow. • Failure to meet customer expectations • Failure to meet statutory requirements • Unable to respond to emergencies • Low staff morale. • Additional pressure on remaining staff • Loss of additional Key Staff. • Impacts on the Councils financial Profile. • Loss of IIP award. • Threat to business critical tasks. • Financial penalties. • Additional budgetary pressure if agency staff or overtime is required to fill the gap • Breach of working time directive. • Staff fatigue leading to increased risk of accident / stress /absence	• Effective staff management, including stress management, one to ones/appraisals & staff development. • Supportive, equitable, transparent and consistent corporate culture. • Adherence to the principles, aims and objectives of Investors in People, the Health & Wellbeing Strategy and the Wellbeing Charter • Succession planning as part of Service Planning process. • Maintenance of competence, CPD, • Knowledge pairing within department. • Use of temporary staff as needed/appropriate • Effective monitoring of performance. • Enhance resilience by encouraging staff to train in additional competencies and certification, share knowledge. • Encourage phased retirement if appropriate to enable transfer of knowledge • Regular review of Business Continuity Plan	DMT HR HHCP STL	• Two Vacant posts remaining (1x awaiting start date) • Long term sickness • EPTL contractor • Changes to animal licensing legislation		ASAP	

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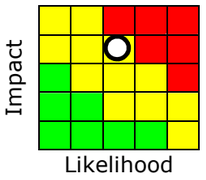
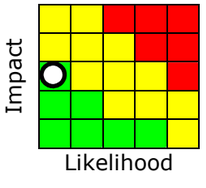
GR2	**Health and Safety risks to staff - evening/ night time enforcement, Lone working, staff safety, Injuries and abuse.**	• Failure to implement safe systems of work • Insufficient knowledge of required procedures • Inadequate corporate systems in place • System failure • Lone working; • Abusive applicants and disgruntled customers • Exposure to drunk people, taxi drivers, publicans and customers • Working outside daylight hours • Condition of premise being visited	• Staff at risk from accidents etc. Injury to staff • Risk of prosecution/ litigation • Insurance claim/ compensation • Loss of reputation • Physical and verbal activities. • Staff reduction due to ill health. • Accident outcome may be worsened by not being able to readily summon aid • Increased perception of peril leading to stress	• Competent Corporate Health & Safety staff in place. • Work Procedures and use of Lone Worker system (Tunstall) • Good health & safety practice through management system • Training at induction and updating • Risk assessments completed. Dynamic risk assessments undertaken. • Staff awareness and training. • Liaison with CCTV staff and Street Marshals. • Use of radio system to remain in contact, panic alarms and torches. • Support from specialist officers in locations where specific problems identified • Office layout • Regular review, use and update of Staff Alert List • Updated ICE lists • New corporate lone worker policy and meta compliance • Body camera use	H&S Advisor CMT DMT HHCP	• Participation and lead in the lone worker review activities • Re enforce use of the current system whilst reviews under way.	Staff time	APR 18	
GR3	**Driving for work (council and personal vehicles) – Accidents.**	• Poorly maintained vehicles • Staff not trained in their responsibilities • Stress/Tiredness • Illness/ Medications	• Damage to vehicle or property • Personal injury, Legal action, insurance claims etc. • Convictions for driving poor maintained vehicles. • Accidents/ Unable to work as result.	• Knowing where the council vehicles are. • Regular maintenance and checks of council 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 • Insurance and driving licence to be checked.	DMT		Staff Time		

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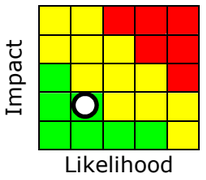
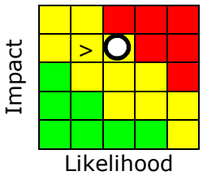
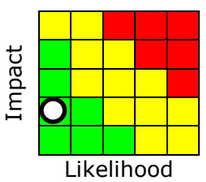
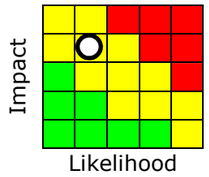
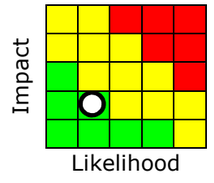
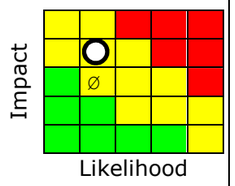
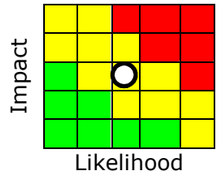
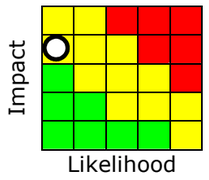
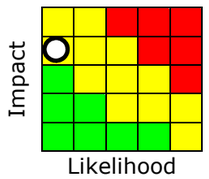
GR4	**Home & Mobile working – poor service delivery level and health and safety risks present.**	• IT provision not working • H&S risks not mitigated • Appropriate level of service delivery not maintained • Loss of staff buy in • Condition of premises	• Inability to deliver work programme • Legal challenge • Customer expectation not met • Poor staff welfare/increased stress/ Isolation • Insurance claim • Accident	• Effective H&S controls in place for work place assessment and lone working. • Effective management of service delivery	DMT HHCP	• Expansion of total mobile use		MAR 19	
GR5	**Inadequate training provided to staff**	• Lack of time/money to invest in training • Budget pressures • Non identified skills gaps • Brexit • Change of Legislation	• Staff not skilled to provide service • Wrong advice/decisions • Non-compliance with statutory instrument where specific qualifications or delegations are required. • Loss of IIP status. • Loss of professional competence and thus ability to do role • Legal challenge on decisions • Complaints	• One to ones/appraisals personal development plans • Legal support • Budget for training • Identify necessary training (via effective methods) • Food Law Code of Practice Competences	DMT	• Continuing use of RDNA and GRIP tools • Ongoing work with external bodies to identify training need/free training. • Ongoing legal skills training to maintain competences • PDP mapped matrix			 Food Officers completed food law competences. SMT Enforcement project. HCP training matrix and PDP training planner. Legal Skills enforcement training provided
GR6	**Failure to identify legislative changes**	• Staff not keeping up to date (awareness/ competence/ short notice implementation etc) • Not being implemented or brought into force at proposed time. • Introduction of GDRP • Brexit	• Statutory procedures not followed • Reviews • Complaints upheld • Transfer of budgets to new statutory authority	• personal development plans • Legal support • Service planning • Management practices • Completing adequate training and CPD up to date • Attendance at regional and county technical groups	DMT	• Implementing a programme of GDPR actions		APR 19	

GENERIC – INFRASTRUCTURE & ACCOMODATION									
	Risk Description	**Possible Triggers**	**Possible Consequences**	**Risk Mitigation/Control**	**Officer**	**Further Action(s) (if appropriate)**	**Resource**	**Due Date**	**Residual Risk Rating**
GI1	**Loss of IT and records** **Web-site** **Maintaining Computerised Systems and Records** **Integration of different software solutions**	• Loss of Building, Flood, Fire, external emergency situation affecting access • Power and system Failures • Contractor failure • Data Corruption • IT security issue • Staff resources • Sabotage, Malfunction, Hacking/malicious acts • Poor Procedures, Ineffective computer systems for service needs. • IT not able to rectify the problem • Poor knowledge /understanding • Broadband connections lost • Loss of hardware • Staff understanding of software and 'drives'	• Loss of access to data, Data loss. • Operating systems not working • Failure to meet customer expectations or to provide requested information • Reduced service provision, failure to meet statutory requirements • Unable to deliver online services • Out of date information • Adverse Publicity, • Impacts on the Councils financial Profile. • Systems not set up adequately resulting in additional work • Unable to continue service • Complaints & claims	• Emergency and Business Continuity Planning, including arrangements for Homeworking. • Good procurement procedures and contract management • Implementation of effective backing up and storage procedures. • Introduction of checking systems. • On-going training and engagement of staff Adequate training and resourcing of web authors and editors • Regular review procedures and systems • Insurance cover.	SMT DMT ICT HHCP	• Review number of web editors and provide required training • Active engagement with Web manager for support		Ongoing	 Refresher training on CIVICA app provided. Software testing activities provided. Phased integrations
GI2	**Loss of accommodation/** **Non availability of Office Building** **Non availability of CCTV control room**	• Flood, Fire, Gas explosion, Tempest etc. • External emergency situation affecting access • Power Failures	• Loss of access to data • Loss of access to equipment and materials • Restriction of service provision • Danger to occupants. • Non availability of service. • Additional expenditure. • Bad Publicity. • Loss of records, IT equipment.	• Emergency and Business Continuity Planning and their regular review. • Normal operating procedure. • Homeworking availability	SMT DMT	• Peps plans need review • Update the corporate Continuity Business Plan			

GENERIC – SUPPLIERS									
	Risk Description	**Possible Triggers**	**Possible Consequences**	**Risk Mitigation/Control**	**Officer**	**Further Action(s) (if appropriate)**	**Resource**	**Due Date**	**Residual Risk Rating**
GS1	**Supplier failure or unable to provide services as agreed/ expected. I.e., royal mail, ADT, kennels.** **. i.e. Contractor, legal, Street Marshalls, support services** **Voluntary sector contractors – CAB, The Gap, Healthy Living centre**	• Inability to provide service or providing a sub-standard service. • Organisational changes not taken into account • Partnership agreement breakdown • Financial commitment not covered within budget • Contractor goes out of business • Emergency situation prevents contract delivery • Disagreement as to contract delivery and /or cost • External emergency situation, Flood, Fire affecting access • Power and system failures • Staff resources • Full scope of works not included in contract tender • Contractor resource (kennels full)	• Unacceptably poor service. • Legal challenge • Loss of reputation • Not meeting customer expectations • Air Pollution monitoring interrupted • Failure to meet customer expectations • Unexpected additional expenditure	• Maintain contact with account managers/ contractors. • Effective budgetary control through management processes. • Good lines of communication with key staff. • Business Continuity planning • Good procurement practises • Staff training • Contract terms & contract monitoring	CMT DMT SMT	• Continuing monitoring of services delivered and contractors		Ongoing	
GS2	**Failure of other WDC/ partners/ stakeholders department to provide services as agreed / expected (neighbourhood/ property)**	• 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, partners and stakeholders • Joint working groups • SMT intervention	DMT SMT	• Monitoring of services delivered			

GENERIC – EMERGENCY SITUATIONS									
	Risk Description	**Possible Triggers**	**Possible Consequences**	**Risk Mitigation/Control**	**Officer**	**Further Action(s) (if appropriate)**	**Resource**	**Due Date**	**Residual Risk Rating**
GE1	**Increased demand on services due to Emergency situation; Emergency stops basic Council Operations**	• Extreme Weather, Flood, Act of Terrorism, Fuel Strike, Pandemic outbreak, other realized hazard. • Structural/Building failure. • Fire/Loss of data/ Electronic Attack/Denial of Access. • Loss of internet service/wifi/phones	• Threat to business critical tasks. • Inability to meet demand. • Staff workload increases, leading to potential stress. • Loss of public confidence. • Inability to meet statutory duties. • Loss of data/ information/ documents. • Adverse effect on health and wellbeing of population	• Service Area plans for business interruptions. • Regular review of Business Continuity Plan • Training and exercises. • Work towards BS25999. • Implementation of building security and fire safety measures. • ICT work to secure data.	STL HHCP				
GE2	**Widespread disaster beyond local capabilities to cope and reasonable attempts to plan**	• Risk Assessment process fails to detect significant risk. • Extreme Weather, Flood, Act of Terrorism, Pandemic outbreak, other realized hazard. • Structural/Building failure. • Fire/Loss of data/ Electronic Attack/Denial of Access.	• Damage to property/ Environment in District. • Threat to life and business critical tasks.	• Risk Assessment process at Local Resilience Forum. • Multi-Agency working/plans. • Mutual Aid agreements. • Emergency plan • Regular review of Business Continuity Plan.	STL HHCP				

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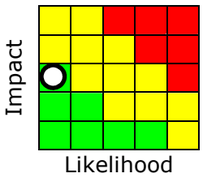
GE3	**Ineffective Emergency preparedness**	• Failure of Officers to carry out parts/all of responsibilities under the WDC Duty Officer Role/Normal business duties. • Officers unavailable to fulfil duties	• Loss of public confidence. • Damage to property/environment in District. • Ineffective use of resources.	• Training of staff for emergency situations. • 24/7 Duty Officer role and Reserve Duty Officer, to offer support. • Flood Plan. • Continued Training and Exercising. • Service Area Plans • Business Continuity Plans • Major Emergency Plan and standard operating procedures	STL HHCP	• Ongoing training of named staff • Phased review of MEP, SOP etc in light of incidents		APR 18	

GENERIC – SERVICE DELIVERY									
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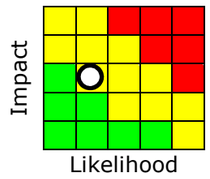
GD1	**Provision of incorrect/ poor quality information/ advice**	• Error in transferring information • Staff error • Insufficiently trained staff • Confrontation • Advice not fit for purpose • Poor decision making • Workload pressures • Increasing demand from district growth	• Failure to meet customer expectations. • Corporate /LGO Complaints dissatisfaction of customers. Reputational damage • Poor working relationships • Remedial actions and litigation costs • Information Commissioner criticism or fine • Staff stress • Compensation claims	• Effective systems and procedures in place. • Staff training and knowledge sharing • Appraisals • Performance monitoring • Specialist area of Flood Engineering transferred to SLA with WCC. • Monitoring of district growth against trajectories • Improved standard phrases	DMT	• Continuing monitoring of growth of district against demand	Staff time	Ongoing	 Increase due to work pressures caused by vacancies/absences. Increasing workload due to growth.

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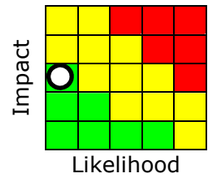
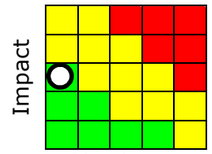
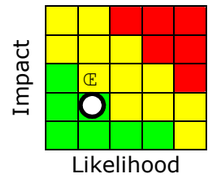
GD2	**Possibility of Fraud/ Corruption**	• Insufficient finance and IT security controls in place.	• Loss of money • Loss of reputation • Legal action	• Abide by Finance and IT procedures and rules through effective internal management. • Attendance of appropriate staff at training provided and refresher training • Staff permissions/authorities/authorisations threshold limits	SMT DMT				
GD3	**Possibility of Non-compliant procurement** **Ineffective procurement**	• Lack of awareness of issues • Deliberate act • Poor standard of documentation produced upon which procurement is based • Insufficient time allowed	• Legal challenge • Loss of reputation • Failure to achieve best value • No commercial interest • Bidder mistakes invalidating applications • Failure to have contract in place	• Effective staff training and management of procurement processes • Staff training • Regular review of contracts register and forecast of future procurement needs.	DMT	• Continuing refresher training and training for new starters • Continuing liaison with procurement			
GD4	**Failure to correctly monitor/ manage budgets** **Impact of the self-service system upon budget control**	• Insufficient staff training • Pressure of work leading to insufficient resource being committed • Expanding use of self-service systems	• Uncertainty for corporate budgets • Unable to meet service commitments • Monies coded to wrong budgets due to system of self service	• Regular budget monitoring • Regular meetings with Finance • Training of Budget Managers • Implemented of new budgets	HHCP DMT	• Continuing training and for new starters. • Active monthly monitoring	Staff Time		 Manual adjustments replaced with solution.

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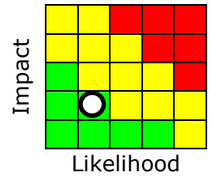
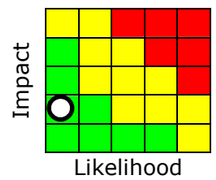
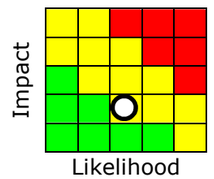
GD5	**Compliance with legal duty. / Failure to deliver service within statutory timescales/** **Failure to meet requirements of civil contingencies act.**	• Insufficient resources • Negligence • Deliberate act • Failure to understand or be aware of new/ changing legislation and regulations • Staff workload, poor training, motivation, • Inappropriate planning/preparedness works prior to event • Failure of officers to carry out parts/ all of responsibilities under the WDC major incident plan and response. • Scale of incident • Temporary staff vacancy/seasonal shortages • Long term absence/vacancy	• Legal challenge • Compensation claims • Loss of reputation and public confidence. • Impact on resources and finances • Reduced service effectiveness, poor customer service, impacts on motivation and stress levels, • Damage to property/ environment in district • Threat to life • Public enquiry	• Sufficient resource of competent staff. • Effective training and development for staff • Effective management controls in place through service planning and monitoring • Major Emergency Plan and Annual review. • Training and exercising • 24/7 duty officer role • Flood plan • Local resilience forum • Adherence to best practice advice. • Performance management • Regular review of Business Continuity Plan	DMT STL HHCP				
GD6	**Not applying Equality and Diversity principles**	• Non-compliance with legal requirements • Discrimination against group or person • Policies not suitable	• 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	SMT DMT				 Staff attendance on EIA training.
GD7	**Changes to Economic climate**	• National and International factors • Changes in Govt policy which affect national and local issues • Local factors affecting businesses	• Impact on service delivery generally either increase or decrease • Loss of revenue, unexpected shortfall in budget surplus	• Service Planning and Business Continuity planning • Budget monitoring	CMT DMT				

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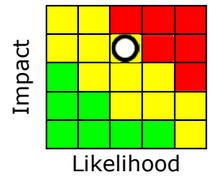
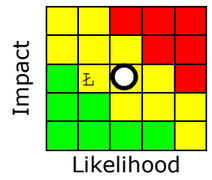
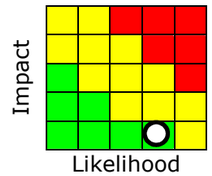
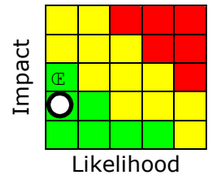
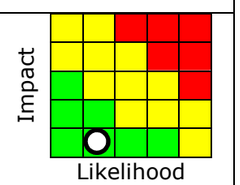
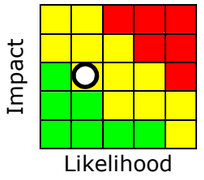
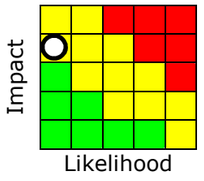
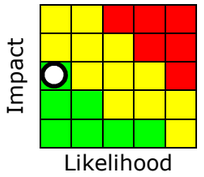
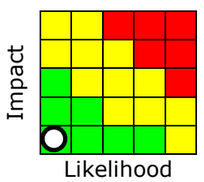
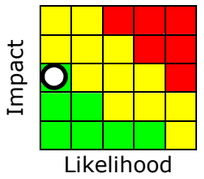
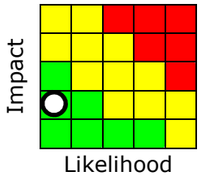
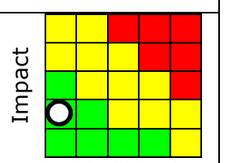
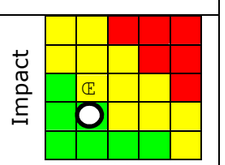
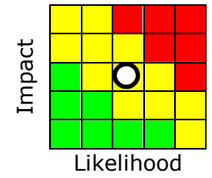
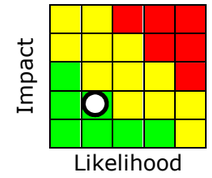
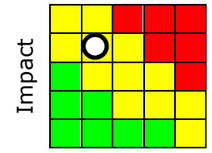
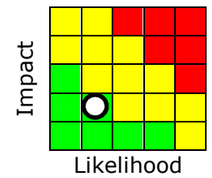
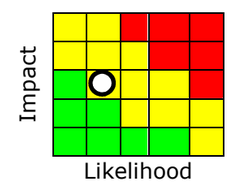
GD8	**Unable to meet levels of service expected** **Responding to statutory consultations within time** **HS2 workload**	• Insufficient staff • Increase in demand from public or new work areas • Pressure from external agencies • Corporate issues • Specific problem occurring in district e.g. pollution incident etc. • New development e.g. impacting on contaminated land or noise, food poisoning outbreak • Through unexpected surge / Increased workload • HS2 workload • Growth of the district • Change in workload due to Brexit	• Customer dissatisfaction • Complaints to Ombudsman • Reputational damage • Stress on staff	• Service Planning • Resource planning • MoU with other Councils • Stress Assessment • One to one Meetings • Open communication and discussion. • Resources for planning application responses merged. • Restructured service to address the changing demands. • Monitoring of district growth against expected trajectories	DMT	• Review of service delivery methods • Continue to review the resource requirement from HS2 • Recruiting to the carried vacancies. • Evidence being collated in order to evidence resource need.	Staff Time	Ongoing	
GD9	**Failure to make progress on corporate and departmental priorities**	• Unable to provide sufficient resources to support these areas of work	• Reputation undermined due to failure to meet commitments that have been made publically. • Refusal of staff to use cars • Strike action	• Regular prioritisation of work through services and corporate meetings • Managing expectations by publishing and sticking to realistic time scales • Continually monitor workloads • Open communication	DMT	• Mitigation cover provided during recruitment period	Staff Time	Ongoing	 Decrease due to time passed since Terms and Conditions Review, restructure.
GD10	**Inappropriate third party disclosure** **Non-compliance with Sharing of Information Protocol** **Non compliance with GDPR**	• Personal information shared with individuals not party to the WSIP • Information becoming public which should not be. • Poorly trained staff. • Loss or theft of equipment • Inappropriate	• Legal Challenge & Fines • Reputational damage to partnership working/ council • Risk to vulnerable person increases • Legal action and/or compensation claim by group or individual	• Check info going out under Freedom of Information Act. • Training of appropriate staff • Use of E-CINs software • Mobile Device hardware locked to prevent unauthorised access to data. • Administrative remote deactivation. • Retention and disposal of records • Training of staff in GDRP	DMT SCM	• Complete review of HCP retention policy • GDRP audit • Review of procedures Programme of works to address implications of GDRP	Staff Time	Apr 19	

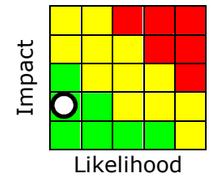
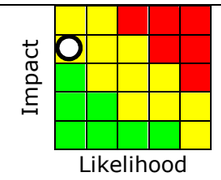
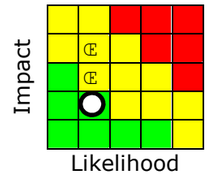
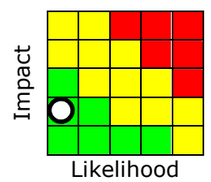
GENERIC – SERVICE DELIVERY									
	Risk Description	**Possible Triggers**	**Possible Consequences**	**Risk Mitigation/Control**	**Officer**	**Further Action(s) (if appropriate)**	**Resource**	**Due Date**	**Residual Risk Rating**
		systems	• Failure of formal actions by council						
GD11	**Failure to deliver projects to target**	• Lack of support after Public consultation. Non Commitment by the Council due to no financial allocations. Executive Committee delays. • Poorly scoped project/programme • Third party failure • Support from other service areas • Inadequate Staffing	• Design delays resulting in Project slippage, impact on Service Delivery, the Council's Financial Profile, and Failure to Achieve Targets. • Contracts not being assigned and started on time. • Failure to meet corporate strategy. • Failure to meet DDA and equality standards. • Failure to deliver expected savings • Failure to meet customer expectations	• Work Early with Members to gain Commitment. • Resource management sufficient time in programme with SMART targets. • Review of quality Manual to ensure compliance. • Review the Equality & Diversity Impact Assessments • Training requirements, having correct skills in team, and undertake duties aligned to experience. • Outsource if in-house services cannot be provided in desired timescales. • Appropriate training • Effective management control and project management. • Project management training • Continuous review of staffing arrangements and district growth	HHCP DMT				 No longer delivering construction projects May 2017
GD12	**Failure to maintain equipment calibration e.g. sound level meters, thermometers, test calibrators.**	• Human error missing the test dates. • Equipment Company going out of business. • Failure to follow work instructions.	• Inaccurate/ unreliable data produced	• Work instructions • Regular supervision of the calibration activities by supervisor • Diarise calibration retests dates.					

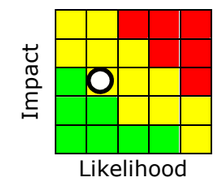
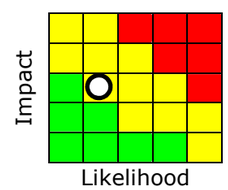
SERVICE SPECIFIC – SERVICE DELIVERY (REGULATORY)									
	Risk Description	**Possible Triggers**	**Possible Consequences**	**Risk Mitigation/Control**	**Officer**	**Further Action(s) (if appropriate)**	**Resource**	**Due Date**	**Residual Risk Rating**
SR 1	**Inappropriate issue of licence/ misuse by licensee Failure to properly determine licence**	• Fraudulent application • Poor staff training • Out of date procedures • Application of incorrect or out dated procedures	• Reputation Bad publicity • Impact of challenges /appeals.	• Maintain accurate controls and vigilance • Proactive monitoring of staff training needs. • Continues monitoring and improvement of procedures. • Consulting with other responsible bodies and the Licensing Officers.	RM	• Continuing Staff training & training of new starters • Continuing Quality monitoring • Continuing procedural review			
SR 2	**Incorrect conditions attached to licence**	• Staff error • incorrect information provided	• Injury and Nuisance • Reputation damage • Bad publicity • Impact of challenge/ appeals	• Continues monitoring and improvement of procedures. • Maintain accurate controls and vigilance • Staff training • Consulting with appropriate bodies	RM	• Continuing Staff training & training of new starters • Quality monitoring scheme			
SR 3	**Failure to set appropriate fees**	• Incorrect record keeping • failure to follow guidance • failure to advertise fees • legislative and case law changes	• legal challenge • reputation damage	• Record keeping for time spent/ monies spent to allow accurate fee setting. • Referral to guidance • Use of well documented and challenged methodologies • Staff training • Councillor challenge of fees • Advertisement of fees	RM	• Continuing Staff training & training of new starters • Systems development to introduce time monitoring • Annual review			 Historical 6 year review completed
SR 4	**Loss of Paper records**	• Fire, flood • Incorrect disposal	• Loss of history, plans, of premises.	• Move to digital competed	RM				 Project to digitise records completed.

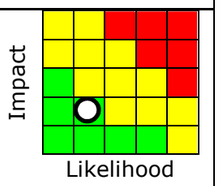
SERVICE SPECIFIC – SERVICE DELIVERY (REGULATORY)									
	Risk Description	**Possible Triggers**	**Possible Consequences**	**Risk Mitigation/Control**	**Officer**	**Further Action(s) (if appropriate)**	**Resource**	**Due Date**	**Residual Risk Rating**
SR 5	**Failure to carry out routine/ reactive work** **Failure to deal with those failing to comply with licence conditions**	• Staff levels, capacity, • Inadequate staff knowledge or experience • Increase in reactive workload or required formal action • Lack of respect by licence holders for the conditions of licence	• Failure to meet statutory targets • Failure to act upon non compliance	• Prioritisation of workload to those businesses that are non-compliant. • Incidents of mandatory nature prioritised. • Fleet inspections of taxis • Increased monitoring of taxis, premises through compliance inspections • Routine fleet inspections • Routine premises compliance inspections. • Policies review completed for street trading, sex establishments, taxi trade in 2016.	RM	• Ongoing review of policies associated with licensing and procedures.			 Policies reviewed new enforcement policy and methods implemented.
SR 6	**Incorrect FHRS management**	• Human error • Poor staff training • Out of date procedures • Reference to out of date standards • Software integration	• Reputation • Bad publicity • Appeals	• Maintain accurate controls and vigilance • Proactive monitoring of staff training needs. • Continuous monitoring and improvement of procedures.	RM				
SR 7	**Failure of Primary authority arrangements.** **Provision of poor or incorrect assured guidance**	• Staff Error • Insufficiently trained staff. • Failure to understand primary authority process and arrangements • Advice not fit for purpose • Poor decision making • Poor service delivery	• Not meeting terms of primary authority arrangement • Not recovering cost of the service provided • Impact of advice implementation on business and WDC • Poor reputation • Revocation of arrangement	• Maintain accurate records • Nominated named signatory for assured advice • Advice provision monitoring • Staff training • Competency Professional development • Effective systems and procedures.	RM				
SR 8	**Legal challenge to fee setting**	• Request from licence holder, previous licence holder or legal representative for evidence of six year accounts	• Unable to demonstrate that no profit or loss has been made for the services for which a fee is set. • Unable to demonstrate that excess income was not entered into council funds rather than remaining ring-fenced.	• Fee setting review annually • Account review • Contained within separate budget	RM	• Ongoing annual fee reviews • Review of animal licensing budgets			

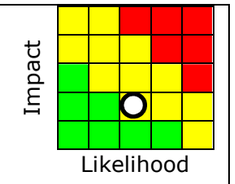
SERVICE SPECIFIC – SERVICE DELIVERY (REGULATORY)									
	Risk Description	**Possible Triggers**	**Possible Consequences**	**Risk Mitigation/Control**	**Officer**	**Further Action(s) (if appropriate)**	**Resource**	**Due Date**	**Residual Risk Rating**
			• Refund licence holders the monies paid for six years. • Legal challenge and costs associated						Completed historic 6 year review.

SERVICE SPECIFIC – SERVICE DELIVERY (SAFER COMMUNITIES)									
	Risk Description	**Possible Triggers**	**Possible Consequences**	**Risk Mitigation/Control**	**Officer**	**Further Action(s) (if appropriate)**	**Resource**	**Due Date**	**Residual Risk Rating**
SS1	**Non-compliance with Section 17 of the Crime & Disorder Act (1998)**	• Community safety not a consideration in the design and delivery of services or the decision making process.	• Legal Challenge	• Input to relevant Committee Reports	CMT				
SS2	**Provision of incorrect information to police or other agencies**	• Not following procedures • Obtrusiveness. • Wrongful arrest, • Infringement to civil liberties • Incorrect identification of offender on CCTV	• Reputation. • Claims.	• Operating procedures. • Trained staff. • Partnerships with Police.	CCTV Manager				
SS3	**Reduced Funding for Community Safety Partnership Initiative**	• Economic Climate	• Less money to spend on partnership priorities and greater pressure to mainstream. • Unable to operate all initiatives	• Bid for alternative funding • Funding from PCC and University of Warwick	SCM				
SS4	**Loss of power to CCTV & Control room** **Aging and failing remote equipment**	• Failure of electrical supply to CCTV and Control room • Failure of equipment due to age	• Systems Failure • Partners not Supported • Increased response time to incidents/threats to life.	• Extra police resource to be called • Retail radio system • Some cameras now Wi-Fi	SCM HHCP	Will be mitigated with the move to the new HQ			
SS5	**Effectiveness of Dog Service**	• Current kennels going out of business	• Increased journey time to alternative kennels in Redditch. • Increased cost of petrol and depreciation of vehicle.	• Work with kennels to ensure billing is accurate and on time. • Meet regularly with kennels owner	SCM				

SERVICE SPECIFIC – SERVICE DELIVERY (SAFER COMMUNITIES)									
	Risk Description	**Possible Triggers**	**Possible Consequences**	**Risk Mitigation/Control**	**Officer**	**Further Action(s) (if appropriate)**	**Resource**	**Due Date**	**Residual Risk Rating**
SS6	**Theft of council pest control vehicles**	• Poorly maintained vehicles allowing access • Staff not trained in their responsibilities • Stress/Tiredness • Accidents	• Damage to vehicle or property • Personal/wildlife injury • Legal action, insurance claims etc. • Pest control vehicles stolen • Poison & contents stolen and or dumped.	• Knowing where the vehicles are. Trackers • Regular maintenance and checks of vehicles • Staff training at commencement of job role. • Effective health & safety controls and risk assessments	DMT SCM				
SS7	**Unsuitable use of poisons**	• Access to the poisons room by other staff members • Use of poisons • New brands/change of bait type • Change in legislation/guidance	• Poisonings of human/animal/ wildlife and environment • Use of inappropriate poison	• Staff training • COSHH assessments • H&S procedures in place • Locked storage	SCM	• Keeping up to date with changes in the legislation surrounding poison application.			
SS 8	**Identified Flood Alleviation Schemes unable to be delivered or supported**	• Lack of support after Public consultation. • Non Commitment by the Council due to no financial allocations. • Executive Committee delays. Refusal of Planning Permission. • Staff resource	• Possible flooding events.	• Work Early with Members to gain Commitment. • Joint Working with EA and WCC • Engage suitable contractor to deliver projects.	HHCP	• Work in partnership with corporate assets team and head of housing			 Decrease as no current projects for delivery by WDC. However, supporting those delivered by partners.
SS 9	**Breakdown of affiliated AURN monitoring station (Hamilton Terrace)**	• Loss of connectivity. • Failure to carry out routine servicing. • Vandalism/ fire or theft	• Loss of data. • Loss of DEFRA contract. • Removal of DEFRA equipment.	• Regular service schedule. • Maintenance contract with specialist supplier.	SCM EPTL				

SERVICE SPECIFIC – SERVICE DELIVERY (SAFER COMMUNITIES)									
	Risk Description	**Possible Triggers**	**Possible Consequences**	**Risk Mitigation/Control**	**Officer**	**Further Action(s) (if appropriate)**	**Resource**	**Due Date**	**Residual Risk Rating**
SS 10	**Failure to maintain contaminated land database**	• Staff error • Inaccurate identification of land • Poor record maintenance • Change or software and poor integration	• Impact on human health and/or environmental damage. • Financial liability. • Reputation. • Development of land without appropriate remediation. • Incorrect information provided to land charges • Failure to identify land in planning applications	• Keeping database up to date. • Effective assessment of relevant planning applications. • Staff training • Effective integration of data	SCM EPTL				
SS 11	**Failure to improve air pollution (NO2) levels**	• NO2 levels continue to exceed EU standards • Failure to deliver air quality action plans	• Potential EU infraction fines against the UK are likely to be passed on to local authorities	• Partnership working with WCC to reduce traffic congestion in town centres • Ongoing local air quality monitoring • 2015 Action Plan adopted	SCM EPTL	• Continuous working in partnership with WCC and PHE to deliver air quality action plan			

SERVICE SPECIFIC – SERVICE DELIVERY (COMMUNITY PARTNERSHIP)									
	Risk Description	**Possible Triggers**	**Possible Consequences**	**Risk Mitigation/Control**	**Officer**	**Further Action(s) (if appropriate)**	**Resource**	**Due Date**	**Residual Risk Rating**
SC1	**Informal Partnership working with WCC fails**	• Staff integration • Reduced funding • Reduced support • Policy changes at WCC or WDC • Further WDC restructure	• Reduced resources available • Reduced service level and or quality • Reduced support for communities	• Regular dialogue & monitoring • Regular review of policy and changes	CPTM	• Revising and developing new partnerships			 Decrease due to Informal partnership in place for 18+ months

SC2	**Failure to or delay in payments to grants recipients** **Incorrect amounts paid**	• Untrained staff • Loss of key staff • Inaccurate data • Lack of planning • Resource Capacity • Failure of the payment system • Forget to make payment	• Grant recipients distressed • Community activities stopped or delayed due to financial shortfall • Negative publicity	• Monthly monitoring of budgets against SLA's • Trained staff • Forward planning	CPTM				

Key:
CMT = Corporate Management Team
CPTM = Community Partnership Team Manager
DMT = Departmental Management Team
ESTL = Environment Protection Team Leader
HHCP = Head of Health and Community Protection
RM = Regulatory Manager
SCM = Safer Communities Manager
SMT = Senior Management Team
STL = Service Team Leader