

IMPACT		
Level	Score	Description
Insignificant	1	<ul style="list-style-type: none"> no impact on service no impact on reputation complaint unlikely litigation risk remote
Minor	2	<ul style="list-style-type: none"> slight impact on service slight impact on reputation complaint possible litigation possible
Moderate	3	<ul style="list-style-type: none"> some service disruption potential for adverse publicity - avoidable with careful complaint probable litigation probable
Major	4	<ul style="list-style-type: none"> service disrupted adverse publicity not avoidable (local media) complaint probable litigation probable
Extreme / Catastrophic	5	<ul style="list-style-type: none"> service interrupted for significant time major adverse publicity not avoidable (national media) major litigation expected resignation of senior management and board loss of beneficiary confidence

LIKELIHOOD		
Level	Score	Description
Remote	1	<ul style="list-style-type: none"> may only occur in exceptional circumstances
Unlikely	2	<ul style="list-style-type: none"> expected to occur in a few circumstances
Possible	3	<ul style="list-style-type: none"> expected to occur in some circumstances
Probable	4	<ul style="list-style-type: none"> expected to occur in many circumstances
Highly probable	5	<ul style="list-style-type: none"> expected to occur frequently and in most circumstances

		Impact				
		1	2	3	4	5
Likelihood	5	5	10	15	20	25
	4	4	8	12	16	20
	3	3	6	9	12	15
	2	2	4	6	8	10
	1	1	2	3	4	5

Risks that are red require mitigating action to reduce to amber or white

Strategic Risk Register

Ref	Risk Definition What is the headline risk/issue?	2019-2024 Corporate Objectives (1. Building Communities; 2. Growing Borough Economically; 3. Excellent Services)	Root Cause: What is the root cause or problem? What could go wrong?	Consequence /effect: What could occur as a result, how much of a problem would it be?	Inherent Risk Score (no controls)			Existing Controls	Residual Risk Score (with controls)			Further management actions/controls	Target Score with controls			Risk Owner
					Likelihood	Impact	Overall risk rating		Likelihood	Impact	Overall risk rating		Likelihood	Impact	Overall risk rating	
CR1	Decreasing Financial resources / Increasing Financial Pressures	All Objectives	<input type="checkbox"/> Increase demand for services e.g. benefits <input type="checkbox"/> Continuing Austerity <input type="checkbox"/> Political promises <input type="checkbox"/> Change in priorities <input type="checkbox"/> Reduction in recycling value <input type="checkbox"/> Deflated housing market <input type="checkbox"/> Lack of business growth <input type="checkbox"/> Further changes in legislation <input type="checkbox"/> Pooling/Unpooling of NNDR <input type="checkbox"/> Universal Credit <input type="checkbox"/> Inefficient running costs of Bushloe House <input type="checkbox"/> Political hesitancy in decision making for fundamental service reform.	<input type="checkbox"/> Cuts in services <input type="checkbox"/> Political and customer expectations not met <input type="checkbox"/> Quality of service <input type="checkbox"/> Reputation damage <input type="checkbox"/> Knock on impact on the local community and economy e.g. spiral effect <input type="checkbox"/> Legal challenge, Reduction in rent/monies owed to the council through the introduction of UC, increased homelessness adding stresses to council finances and the local economy.	5	4	20	<input type="checkbox"/> Budgetary Control processes and committee reporting <input type="checkbox"/> Medium Term Financial Strategy and HRA Business Plan - including scenario planning <input type="checkbox"/> Setting and monitoring of savings and efficiency targets <input type="checkbox"/> Annual Fees and Charges review <input type="checkbox"/> Disclosure of expenditure over £250 <input type="checkbox"/> Review of reserves and balances <input type="checkbox"/> Treasury Management and Investment Strategy <input type="checkbox"/> Prudential Indicators <input type="checkbox"/> Revised Financial Regulations <input type="checkbox"/> Business Rates Pooling <input type="checkbox"/> New Procurement Policy, <input type="checkbox"/> Homelessness team increased <input type="checkbox"/> New income collection team created <input type="checkbox"/> Assessment of viability of capital projects. <input type="checkbox"/> Currently reviewing options for moving out of Bushloe House.	4	3	12	<input type="checkbox"/> Scenario planning for budgets <input type="checkbox"/> Transformation Programme across the council to improve services <input type="checkbox"/> Review of Financial Regulations <input type="checkbox"/> Training on Contract Procedure Rules; <input type="checkbox"/> enhance budget monitoring	4	2	8	Chief Financial Officer

Strategic Risk Register

Ref	Risk Definition What is the headline risk/issue?	2019-2024 Corporate Objectives (1. Building Communities; 2. Growing Borough Economically; 3. Excellent Services)	Root Cause: What is the root cause or problem? What could go wrong?	Consequence /effect: What could occur as a result, how much of a problem would it be?	Inherent Risk Score (no controls)			Existing Controls	Residual Risk Score (with controls)			Further management actions/controls	Target Score with controls			Risk Owner
					Likelihood	Impact	Overall risk rating		Likelihood	Impact	Overall risk rating		Likelihood	Impact	Overall risk rating	
CR2	Key Supplier Failure	All Objectives	<input type="checkbox"/> Change in circumstances <input type="checkbox"/> Capacity and competency <input type="checkbox"/> Further decline of the Economy <input type="checkbox"/> Relationship breakdown <input type="checkbox"/> Changes in legislation <input type="checkbox"/> Changes in personnel <input type="checkbox"/> Liability issues	<input type="checkbox"/> Cost implications <input type="checkbox"/> Business Continuity <input type="checkbox"/> Loss of revenue <input type="checkbox"/> Service failure <input type="checkbox"/> TUPE issues <input type="checkbox"/> Potential court action <input type="checkbox"/> Increased complaints <input type="checkbox"/> Reputation issues <input type="checkbox"/> Political damage <input type="checkbox"/> Delays	3	3	9	<input type="checkbox"/> Formal contracts and agreements including realistic notice periods <input type="checkbox"/> Tender arrangements and pre qualification financial assessments <input type="checkbox"/> Qualified internal officers to provide legal advice <input type="checkbox"/> Use of external counsel <input type="checkbox"/> Performance management of contracts, Comprehensive Contract Register, Partnership working with Local Authority Partners <input type="checkbox"/> Welland Procurement also providing support.	3	3	9	<input type="checkbox"/> Creation of Project and Procurement Team (currently one individual) <input type="checkbox"/> Partnership and contract risk registers <input type="checkbox"/> Periodic VFM reviews of contracts when re-tendering occurs	2	2	4	CFO
CR3	Failure to work effectively with other public sector partner organisations (PSOs)	All Objectives	<input type="checkbox"/> Poor service delivery from PSOs the Council has agreements with <input type="checkbox"/> Lack of engagement from partner PSOs <input type="checkbox"/> Governance arrangements which foster effective relationships may be inadequate leading to relationship breakdown Failure of relationships at strategic level in County & across members	<input type="checkbox"/> Loss of public confidence in Community Safety Partnership <input type="checkbox"/> Loss of funding for LLR Sports Alliance partnership <input type="checkbox"/> Impact on service delivery of poor ICT service <input type="checkbox"/> May not realise potential economies of scale <input type="checkbox"/> Impact on staff morale	3	4	12	<input type="checkbox"/> Formal agreements with public sector partners which clearly identify roles & responsibilities <input type="checkbox"/> Governance arrangements which manage performance against agreements <input type="checkbox"/> Lead officer arrangements/contract manager <input type="checkbox"/> Financial controls ensuring payments are only authorised where service being delivered by partner organisation is received and is of appropriate quality <input type="checkbox"/> Strategic Planning Group - governance arrangements are in place for this. Member Advisory Group also in place Southern Alliance (OWBC, HDC, Blaby & Hinckley working together)	3	3	9	<input type="checkbox"/> Insourcing of ICT provision previously provided under agreement with H&B & Blaby Councils <input type="checkbox"/> Procurement of project management support for transition of ICT service	2	2	4	SLT

Strategic Risk Register

Ref	Risk Definition What is the headline risk/issue?	2019-2024 Corporate Objectives (1. Building Communities; 2. Growing Borough Economically; 3. Excellent Services)	Root Cause: What is the root cause or problem? What could go wrong?	Consequence /effect: What could occur as a result, how much of a problem would it be?	Inherent Risk Score (no controls)			Existing Controls	Residual Risk Score (with controls)			Further management actions/controls	Target Score with controls			Risk Owner
					Likelihood	Impact	Overall risk rating		Likelihood	Impact	Overall risk rating		Likelihood	Impact	Overall risk rating	
CR4	Failure to effectively engage with residents of OWBC	All Objectives	<input type="checkbox"/> Staff changes could impact on engagement <input type="checkbox"/> hard to reach communities <input type="checkbox"/> some resident groups not digitally connected <input type="checkbox"/> change in political power could result in non-statutory service being stopped Failure to consult when appropriate to do so	<input type="checkbox"/> Reputational damage <input type="checkbox"/> lack of support for community initiatives <input type="checkbox"/> lack of communication <input type="checkbox"/> missed opportunity to impact on equalities agenda and HWB of residents <input type="checkbox"/> Citizens panel unable to influence plans/strategies	4	3	12	<input type="checkbox"/> Statement of community involvement in place. <input type="checkbox"/> Compliance with statutory responsibility for PPI relating to development control and the local plan. <input type="checkbox"/> Citizens Panel sends out public consultation surveys to obtain feedback for influencing strategy/policy. <input type="checkbox"/> Website & social media presence (Comms). <input type="checkbox"/> Draw down external funding to recruit officers to engage with the community. <input type="checkbox"/> Volunteer community champion training. Compliance with Code of Practice on Consultations	3	2	6	Training a key element and is a continuous action against a changing agenda.	2	2	4	
CR5	Political Dynamics	All Objectives	<input type="checkbox"/> Change in political power <input type="checkbox"/> Change in leader <input type="checkbox"/> New members <input type="checkbox"/> Public perception changes	<input type="checkbox"/> Change in priorities <input type="checkbox"/> Change in member/officer engagement <input type="checkbox"/> Breakdown in communication <input type="checkbox"/> Inability to meet expectations <input type="checkbox"/> Reputation issues (organisational and political) <input type="checkbox"/> Reactive decision making (rather than planned) <input type="checkbox"/> Failure to follow legislative requirements e.g. equalities <input type="checkbox"/> Further strain on council finances	3	4	12	<input type="checkbox"/> Member development programmes <input type="checkbox"/> Code of Conduct <input type="checkbox"/> Policies e.g. Safeguarding/Equalities and DBS checks <input type="checkbox"/> Provision of chairing skills training <input type="checkbox"/> Constitution <input type="checkbox"/> Public consultation,	3	3	9	<input type="checkbox"/> Personal training/action plans <input type="checkbox"/> IT training for members <input type="checkbox"/> Development of member enquiry system <input type="checkbox"/> Political awareness training for officers	3	2	6	SLT

Strategic Risk Register

Ref	Risk Definition What is the headline risk/issue?	2019-2024 Corporate Objectives (1. Building Communities; 2. Growing Borough Economically; 3. Excellent Services)	Root Cause: What is the root cause or problem? What could go wrong?	Consequence /effect: What could occur as a result, how much of a problem would it be?	Inherent Risk Score (no controls)			Existing Controls	Residual Risk Score (with controls)			Further management actions/controls	Target Score with controls			Risk Owner
					Likelihood	Impact	Overall risk rating		Likelihood	Impact	Overall risk rating		Likelihood	Impact	Overall risk rating	
CR6	Reputation Damage	All Objectives	<input type="checkbox"/> Litigation <input type="checkbox"/> Breakdown in a partnership <input type="checkbox"/> Failure to have regard to officers advice <input type="checkbox"/> Whistle blowing <input type="checkbox"/> Freedom of Information (FoI) <input type="checkbox"/> Inconsistent decision making <input type="checkbox"/> Poor Media Relations <input type="checkbox"/> Poor communication <input type="checkbox"/> Failure to provide or reduce services <input type="checkbox"/> Poor performance	<input type="checkbox"/> Intervention <input type="checkbox"/> Loss of public confidence <input type="checkbox"/> Ombudsman findings <input type="checkbox"/> Court costs <input type="checkbox"/> Quality of service affected <input type="checkbox"/> Breakdown in a partnership <input type="checkbox"/> Adverse publicity <input type="checkbox"/> Lower public satisfaction level <input type="checkbox"/> Time spent mitigating damage/rectifying the situation <input type="checkbox"/> Low Morale <input type="checkbox"/> Difficulties to recruit/staff retention	3	3	9	<input type="checkbox"/> Review of external communication by Heads of Service <input type="checkbox"/> Use of modern.gov <input type="checkbox"/> Whistle blowing and Anti Fraud and Corruption policies <input type="checkbox"/> Freedom of Information log <input type="checkbox"/> Qualified in house legal team <input type="checkbox"/> Officer complaints training & new complaints process <input type="checkbox"/> Performance reporting and Key Performance Indicators <input type="checkbox"/> Public and media consultation <input type="checkbox"/> Achieved accreditation for customer service excellence award <input type="checkbox"/> New Communications Policy in place <input type="checkbox"/> Online customer care training in place for all new staff and a separate module also in place for managers.	2	2	4	<input type="checkbox"/> Development of Social Media Policy now done <input type="checkbox"/> Currently recruiting for a Marketing & Communications Manager starts 5/7/21	2	1	2	SLT
CR7	Effective utilisation of Assets/Buildings	All Objectives	<input type="checkbox"/> Failure to follow Health and Safety <input type="checkbox"/> Insurance/Public Liability <input type="checkbox"/> Financial investment <input type="checkbox"/> Contractor going into liquidation <input type="checkbox"/> Political will <input type="checkbox"/> Facility Management <input type="checkbox"/> Depreciation	<input type="checkbox"/> Loss of investment opportunities <input type="checkbox"/> Loss of income <input type="checkbox"/> Loss of capital <input type="checkbox"/> Higher revenue costs <input type="checkbox"/> Costs <input type="checkbox"/> Death or injury <input type="checkbox"/> Higher insurance premiums <input type="checkbox"/> Reputation damage <input type="checkbox"/> Public liability <input type="checkbox"/> Personal liability for corporate team e.g. corporate manslaughter	4	3	12	<input type="checkbox"/> Physical controls (e.g. Door Codes, fire alarms) <input type="checkbox"/> Designated first aiders <input type="checkbox"/> Capital Programme and HRA Business Plan - annual reiteration and regular monitoring <input type="checkbox"/> Fixed Asset Register <input type="checkbox"/> Annual valuation of property by external valuer <input type="checkbox"/> Designated Health and Safety Officer <input type="checkbox"/> Implementation of controls within Health and Safety Executive review <input type="checkbox"/> Health and Safety risk assessments <input type="checkbox"/> Designated Facilities Manager <input type="checkbox"/> Accommodation Reviewed <input type="checkbox"/> Health and safety assessments carried out on all buildings	3	3	9	<input type="checkbox"/> Revision of Asset Management Policy and Capital Expenditure Plan <input type="checkbox"/> Accommodation review <input type="checkbox"/> Consideration of holistic Asset Management database/system <input type="checkbox"/> Production of a Health and Safety Action Plan	2	1	2	Deputy Chief Executive

Strategic Risk Register

Ref	Risk Definition What is the headline risk/issue?	2019-2024 Corporate Objectives (1. Building Communities; 2. Growing Borough Economically; 3. Excellent Services)	Root Cause: What is the root cause or problem? What could go wrong?	Consequence /effect: What could occur as a result, how much of a problem would it be?	Inherent Risk Score (no controls)			Existing Controls	Residual Risk Score (with controls)			Further management actions/controls	Target Score with controls			Risk Owner
					Likelihood	Impact	Overall risk rating		Likelihood	Impact	Overall risk rating		Likelihood	Impact	Overall risk rating	
CR8	Regulatory Governance	All Objectives	<input type="checkbox"/> New or changes to legislation <input type="checkbox"/> Resources (staff) <input type="checkbox"/> Failure to identify new legislation	<input type="checkbox"/> Substantial fines e.g. Data Protection <input type="checkbox"/> Judicial review <input type="checkbox"/> Reputation <input type="checkbox"/> Code of conduct <input type="checkbox"/> Financial loss <input type="checkbox"/> Cost orders <input type="checkbox"/> Personal liability	3	4	12	<input type="checkbox"/> Data Protection Policy and log <input type="checkbox"/> Freedom of Information log <input type="checkbox"/> Code of Conduct and training <input type="checkbox"/> HR Induction <input type="checkbox"/> Statutory Monitoring Officer <input type="checkbox"/> Subscriptions (e.g. legal journals and LGA) and CPD of legal officers <input type="checkbox"/> Prosecution Policy <input type="checkbox"/> Dedicated Compliance Officer	1	1	1		1	1	1	Monitoring Officer

Strategic Risk Register

Ref	Risk Definition What is the headline risk/issue?	2019-2024 Corporate Objectives (1. Building Communities; 2. Growing Borough Economically; 3. Excellent Services)	Root Cause: What is the root cause or problem? What could go wrong?	Consequence /effect: What could occur as a result, how much of a problem would it be?	Inherent Risk Score (no controls)			Existing Controls	Residual Risk Score (with controls)			Further management actions/controls	Target Score with controls			Risk Owner
					Likelihood	Impact	Overall risk rating		Likelihood	Impact	Overall risk rating		Likelihood	Impact	Overall risk rating	
CR9	Failure to respond to a significant incident	All Objectives	<input type="checkbox"/> Loss of staff <input type="checkbox"/> Loss of ICT <input type="checkbox"/> Loss of Building <input type="checkbox"/> Loss of Key supplier <input type="checkbox"/> Loss of facilities <input type="checkbox"/> Loss of systems <input type="checkbox"/> Act of God <input type="checkbox"/> Adverse Weather <input type="checkbox"/> Pandemic	<input type="checkbox"/> Insurance – higher premiums <input type="checkbox"/> Loss of essential services <input type="checkbox"/> Adverse publicity <input type="checkbox"/> Reputation damage <input type="checkbox"/> Loss of public confidence <input type="checkbox"/> Loss of income <input type="checkbox"/> Financial damage <input type="checkbox"/> Death and injury <input type="checkbox"/> Litigation risks <input type="checkbox"/> Insurance – higher premiums <input type="checkbox"/> Loss of essential services <input type="checkbox"/> Adverse publicity <input type="checkbox"/> Reputation damage <input type="checkbox"/> Loss of public confidence <input type="checkbox"/> Loss of income <input type="checkbox"/> Financial damage <input type="checkbox"/> Death and injury <input type="checkbox"/> Litigation risks <input type="checkbox"/> Staff unavailable after major incident <input type="checkbox"/> large proportion of staff becoming ill	2	4	8	<input type="checkbox"/> Insurance policies and annual review <input type="checkbox"/> Use of Zurich Risk Management Service <input type="checkbox"/> Risk Management policies and procedures <input type="checkbox"/> Membership of Local Resilience Forum <input type="checkbox"/> Standby rota <input type="checkbox"/> IT backup, Business Continuity Plans in place <input type="checkbox"/> Community Engagement with Health professionals	2	3	6	<input type="checkbox"/> Paperless office and increased scanning through ERDMS <input type="checkbox"/> Officers working from home to stop spread of illness <input type="checkbox"/> Coordination of Out of Hours Service <input type="checkbox"/> Staff working from home	2	1	2	Heads of Service
CR10	Organisational/Transformational Change	All Objectives	<input type="checkbox"/> Restructure <input type="checkbox"/> Transformational change <input type="checkbox"/> Transferable skills <input type="checkbox"/> Reduction in funding <input type="checkbox"/> Change in personnel <input type="checkbox"/> Change in the way the council delivers services <input type="checkbox"/> Redundancy <input type="checkbox"/> Less controls in place due to limited resources	<input type="checkbox"/> Redundancy <input type="checkbox"/> Staff morale <input type="checkbox"/> Staff retention <input type="checkbox"/> Change in working practices <input type="checkbox"/> Impact on quality of service <input type="checkbox"/> Legal implications <input type="checkbox"/> HR implications <input type="checkbox"/> Reputation damage/perception <input type="checkbox"/> Financial loss <input type="checkbox"/> Possible litigation <input type="checkbox"/> Increased fraud	2	3	6	<input type="checkbox"/> Organisation review policy <input type="checkbox"/> Recruitment and selection policies and procedures <input type="checkbox"/> Union and staff consultation <input type="checkbox"/> Internal Audit <input type="checkbox"/> Staff group <input type="checkbox"/> Staff newsletters <input type="checkbox"/> Monitoring and supervision of management/1:1's <input type="checkbox"/> Training and professional qualification support <input type="checkbox"/> Performance appraisal process	2	2	4	Workforce Strategy, Skills Matrix	1	1	1	Head of Customer Service and Transformation

Strategic Risk Register

Ref	Risk Definition What is the headline risk/issue?	2019-2024 Corporate Objectives (1. Building Communities; 2. Growing Borough Economically; 3. Excellent Services)	Root Cause: What is the root cause or problem? What could go wrong?	Consequence /effect: What could occur as a result, how much of a problem would it be?	Inherent Risk Score (no controls)			Existing Controls	Residual Risk Score (with controls)			Further management actions/controls	Target Score with controls			Risk Owner
					Likelihood	Impact	Overall risk rating		Likelihood	Impact	Overall risk rating		Likelihood	Impact	Overall risk rating	
CR11	Economy/Regeneration	All Objectives	<input type="checkbox"/> Further decline in the economy <input type="checkbox"/> BREXIT COVID (uncertainty of cost impact) <input type="checkbox"/> Pooling/Unpooling of NNDR <input type="checkbox"/>	<input type="checkbox"/> Relocation (Business and Domestic) <input type="checkbox"/> Lack of inward investment <input type="checkbox"/> Increased demand for certain services e.g. benefits <input type="checkbox"/> Loss of value in public assets <input type="checkbox"/> Need to continually adapt/change <input type="checkbox"/> Conflicting pressures - decreased funding – increased demand <input type="checkbox"/> Spiral effect <input type="checkbox"/> Short term decision making – uncertainty <input type="checkbox"/> Increased autonomy leads to greater risk <input type="checkbox"/> Decrease in collection levels	5	4	20	<input type="checkbox"/> Medium Term Financial Strategy and scenario planning <input type="checkbox"/> Budget consultation <input type="checkbox"/> Utilisation of Treasury Management advice <input type="checkbox"/> Setting and monitoring of savings and efficiency targets <input type="checkbox"/> Debt Recovery Policy in place <input type="checkbox"/> Local Council Tax and Business Rate Retention scheme in place <input type="checkbox"/> Contract monitoring of bailiffs <input type="checkbox"/> Paying out business grants to support local businesses during pandemic <input type="checkbox"/> Regular programme of business webinars to provide information and support to businesses <input type="checkbox"/> Monthly newsletter issued to businesses	4	3	12	Continue to review the opportunity to maximise funding sources including items such as Housing Companies and retail options to increase revenue. Economic Regeneration Team increased to include 2 Project Managers who have been recruited to focus on bringing forward some revenue generating projects.	4	2	8	Deputy Chief Executive, Head of Built Environment, Marketing and Insight Manager
CR12	Increased Fraud	All Objectives	<input type="checkbox"/> Dilution of internal controls due to less staff <input type="checkbox"/> Increase in unemployment <input type="checkbox"/> Reduction in benefits <input type="checkbox"/> Inflation <input type="checkbox"/> Debt <input type="checkbox"/> Opportunity <input type="checkbox"/> March 16 <input type="checkbox"/> Sub-letting of Council properties	<input type="checkbox"/> Homelessness, poverty and social deprivation <input type="checkbox"/> Financial loss <input type="checkbox"/> Resources of the authority to investigate fraud issues <input type="checkbox"/> Reputation impact <input type="checkbox"/> Litigation	3	3	9	<input type="checkbox"/> Internal and External Audit <input type="checkbox"/> Financial Regulations <input type="checkbox"/> Segregation of Duties <input type="checkbox"/> Supervision and Management <input type="checkbox"/> Investigation and disciplinary procedures <input type="checkbox"/> Litigation <input type="checkbox"/> Anti Fraud and Corruption Policy <input type="checkbox"/> Whistle blowing process <input type="checkbox"/> Tone from the top - no tolerance <input type="checkbox"/> Budgetary Control <input type="checkbox"/> Participation in National Fraud Initiative <input type="checkbox"/> Transaction review (e.g. invoices/mileage) <input type="checkbox"/> Updated Anti Fraud and Corruption Policy, NFI	2	2	4	<input type="checkbox"/> Bribery Act Risk Assessment <input type="checkbox"/> Fraud Awareness Training	1	1	1	Chief Financial Officer

Strategic Risk Register

Ref	Risk Definition What is the headline risk/issue?	2019-2024 Corporate Objectives (1. Building Communities; 2. Growing Borough Economically; 3. Excellent Services)	Root Cause: What is the root cause or problem? What could go wrong?	Consequence /effect: What could occur as a result, how much of a problem would it be?	Inherent Risk Score (no controls)			Existing Controls	Residual Risk Score (with controls)			Further management actions/controls	Target Score with controls			Risk Owner
					Likelihood	Impact	Overall risk rating		Likelihood	Impact	Overall risk rating		Likelihood	Impact	Overall risk rating	
CR13	Cyber Threat/Security, Cyber security is seen as an ICT risk and not a corporate risk that needs to be managed and monitored by senior management.	All Objectives	There is a central risk register for the Leicestershire ICT Partnership (LICTP), which is maintained by the LICTP Head of ICT, and which includes a number of cyber related risks. However, cyber security does not feature on the corporate risk register and the Senior Management Team (SMT) have not received any formal awareness on cyber risks.	<input type="checkbox"/> Financial loss <input type="checkbox"/> Resources of the authority to investigate fraud issues <input type="checkbox"/> Reputation impact <input type="checkbox"/> Litigation, Loss of data, breaches of GDPR, SMT lack of oversight	3	5	15	<input type="checkbox"/> Existing Controls in place through LICTP, Cyber Security on CRR, Staff training on Cyber Security (both personal and professional)	2	2	4	To be reported on a regular basis to SMT and regular updates to staff and members. NB This is coming back in house from 1.1.22 so consideration will need to be given regarding required controls that will need to be in place from this date	1	1	1	Head of Customer Service and Transformation
CR14	18. Coronavirus (SARS coronavirus-2 (SARS-CoV-2)) locally results in significant loss of staff at any one time and/or wider national measures designed to slow the spread of COVID-19 cause significant impacts on service delivery and the wider city	All Objectives	Major world pandemic identified by the WHO. This has spread to UK . The virus could spread to a large proportion of the populus casuing widespread illness and, in some server cases, death.	Council is unable to deliver any services including essential/critical services, or only deliver to a significantly reduced extent. Significant risk to the health, safety and welfare of vulnerable services users. Significant impacts on the local economy causing resulting impacts financially on the Council from reduced revenue including loss of income for commercially traded services. Reputational damage should the Council not be able to respond adequately	4	4	16	The Council has a corporate business continuity plan and arrangements and services each have their own business continuity plans. The corporate plan and arrangements have been invoked and all service areas are reviewing their business continuity plans in the light of this specific threat. A corporate business continuity major incident response group is meeting weekly to review the current situation and to identify actions and decisions needed to manage the response as well as determining what is needed in relation to internal and external communications. The Council is following closely the guidance provided by PHE and Government and sharing / promoting this as appropriate with key stakeholders eg schools, suppliers, staff, councillors and MPs etc. The Council is an active partner in the LRF arrangements and response. The LRF has established an SCG, TCG and Media and Comms Cell to support the response and the Council has representatives on each of those. The LRF is utilising established pandemic flu plans as a basis to guide the response where appropriate and has overall well rehearsed major incident arrangements in place. The Council will continue to enforce the existing Covid19 rules within the workplace.	2	3	6	Continue to utilise the corporate business continuity plan and incident response group to oversee and co-ordinate the Council's response taking into account the wider guidance from PHE and Govt. Continue to engage in the LRF response and act on guidance from PHE and Govt	2	3	6	SLT

Strategic Risk Register

Ref	Risk Definition What is the headline risk/issue?	2019-2024 Corporate Objectives (1. Building Communities; 2. Growing Borough Economically; 3. Excellent Services)	Root Cause: What is the root cause or problem? What could go wrong?	Consequence /effect: What could occur as a result, how much of a problem would it be?	Inherent Risk Score (no controls)			Existing Controls	Residual Risk Score (with controls)			Further management actions/controls	Target Score with controls			Risk Owner
					Likelihood	Impact	Overall risk rating		Likelihood	Impact	Overall risk rating		Likelihood	Impact	Overall risk rating	
CR15	19. Staff lone working including out of hours	All Objectives	Increased risk of staff harm from violence & aggression from service users.	Staff could suffer physical and emotional harm, which could lead to long periods of sick leave.	4	5	20	<input type="checkbox"/> Council has Lone Worker Policy & Procedure <input type="checkbox"/> Equipment is available such as panic alarms & body cameras <input type="checkbox"/> Records are maintained of challenging residents which are reviewed prior to visits taking place <input type="checkbox"/> Relationship with local Police, who will attend visits where there is a potential for aggression & violence	2	3	6	Ensure all relevant staff have access to appropriate equipment.	1	2	2	Heads of Service

Review Date	Review Commentary
Jun-21	

Review Date	Review Commentary
Jun-21	
Jun-21	

Review Date	Review Commentary
Jun-21	
Jun-21	

Review Date	Review Commentary
Jun-21	
Jun-21	Various reviews of assets and sites for feasibility studies have been undertaken. Awaiting results for two sites that will allow for options to be brought forward.

Review Date	Review Commentary
Jun-21	

Review Date	Review Commentary
Jun-21	Refer to separate COVID-19 risk.
Jun-21	

Review Date	Review Commentary
Jun-21	
Jun-21	

Review Date	Review Commentary
Jun-21	Improvements made and continue to be scheduled to our cyber security.
Jun-21	Staff are now working from home and services are being delivered. Business Continuity Plans in place so services are continuing.

Review Date	Review Commentary
06-Jun	Escalated to SRR from the C&W ORR.