

Health & Environmental Services – Service Area Risk Register – March 2007

(Note: **Bold** text indicates that the risk has been assessed as being above the Council's tolerance line on the prioritisation matrix and therefore needing further attention to manage the risk. Service managers need to prepare management action plans for these risks.)

No	Rating	Vulnerability	Trigger	Consequence
1	A2	<p>Council lease-hires majority of vehicles used in performance of services most of which are a statutory service.</p> <p>Vehicles not owned by SCDC therefore no overall control of vehicle provision</p>	<p>Lease company cease to trade.</p>	<ul style="list-style-type: none"> • Vehicles can be re-possessed at extremely short notice. • Inability to replace entire fleet at short notice, resulting in statutory duties not met, major PR, public health and financial issues. • Service failure
2	B1	<p><u>Workforce Planning matters</u> Recruitment and retention difficulties in the service especially within professional services i.e. EHO's, HGV drivers and street cleansing operatives.</p> <p>Capacity issues</p>	<p>Vacancy rate above 6% in year. Service performance below acceptable levels.</p>	<ul style="list-style-type: none"> • Succession planning poor • Inappropriately trained or skill workforce • Service failures • Litigation • Poor staff morale • Reputational affects • Customer dissatisfaction • Inability to meet statutory requirements • Public health put at risk
3	B2	<p><u>Better Regulation Agenda.</u> Drive to ensure risk-based approach to regulation targeting high-risk businesses and activities. Move in favour of compliance strategies with reductions in complexity and reduced regulatory burdens which do not jeopardise public protection etc.</p>	<p>Failure to comply with the Regulators compliance code Failure to respond to the statutory guidance from LBRO Failure to implement proposed new sanctions regime</p>	<ul style="list-style-type: none"> • Greater scrutiny • Loss of public confidence • Government intervention • Uncertainty over review process • Reconfiguration of services • Poor morale • Customer expectations unmanaged. • Poor CPA and Corporate Governance result • Dissatisfied business community • Reputational damage and adverse publicity

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4	B2	<p>Engagement in LAA process and outcomes</p>	<p>Unable to resource LAA input requirements Lack of understanding of the process or priority within senior staff Lack of relevance of LAA agenda to service</p>	<ul style="list-style-type: none"> • Funding opportunities not realised • Reductions in efficiencies provided by working in partnership on enviro-crime, waste and public health matters. • Reputational risks • Community leadership role unfulfilled • CPA and corporate governance impacts
5	C1	<p>Requirements and duties placed on the Council by new legislation and national Strategies</p> <ul style="list-style-type: none"> • Health Act 2006 • National Noise Strategy <p>The speed with which it happens without appropriate consultation. i.e. Guidance often appears simultaneously or after the implementation date.</p>	<p>Failure to implement requirements with the legislative timescales set</p>	<ul style="list-style-type: none"> • Inability to offer service as required by public or government • Adverse publicity • Name and shame • Legal action taken against LA • Additional financial burden at a time of budget cutting.
6	C1	<p>The Environment Agency withdrawing further from the offering of planning advice re potential flood impacts for new developments</p>	<p>Notification of EA withdrawal or lack of response to Planning consultations</p>	<ul style="list-style-type: none"> • Drainage manager unable to support the process • Staff stress and morale affected negatively • Inability to provide advice on land drainage issues • New developments exposed to flood risk with subsequent health and financial impacts • Council exposed to litigation • Reputational damage • Greater number of planning appeals • Additional financial burden on Council

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7	B3	Recycling services performed by external contractors.	<p>Company ceases to trade</p> <p>Frustrated Contract</p> <p>Inability to reach agreement on contract revision terms</p> <p>Company take-over etc.</p>	<ul style="list-style-type: none"> • Reduction in standards of service delivery. • Immediate risk to SCDC failing to meet statutory duty and targets; • Loss of reputation with stakeholders and industry; • Additional cost to SCDC – increase council tax burden. • Service Failure
8	B3	Customer Access point failures through the contact centre	<p>Customers receive inconsistent and incorrect advice</p> <p>Contractor failure due to inappropriate contract management</p>	<ul style="list-style-type: none"> • Wrong service delivered • Increased level of complaint and dissatisfaction • Reduced staff morale • Inefficient service • Public health and well-being of public at greater risk • Performance failure
9	B4	Health & Safety risk assessment processes across all services – lack of documented assessments, review processes	<p>Unsatisfactory H&S inspection</p> <p>Staff accident/ dangerous occurrence</p>	<ul style="list-style-type: none"> • Prosecution by HSE • Civil claim for damages • Adverse publicity • Adverse effect on staff morale, recruitment & retention
10	B4	Inability to influence recycling rate and total household waste arisings	<p>Reduction in SCDC promotion and education activities</p> <p>Comparative performance falls</p> <p>Increase in total residual waste and waste generation per capita cause by growth, social and economic factors</p>	<ul style="list-style-type: none"> • Additional collection resources required • Increased costs • Loss of income (recycling credits, performance reward grant) • Adverse publicity • CPA impact • Good reputation lost

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11	B4	In appropriate disposal points/facilities for waste / recyclables collected.	Contract failure Change in waste composition Long term plant failure Direction requiring use of disposal facilities	<ul style="list-style-type: none"> • SCDC would have to change collection methodology • Service disruption during change • Additional costs in short and long term • Loss of reputation • Service failure • Skills and technology/systems gap
12	C3	Deterioration of footway lighting stock	Independent Assessment process made tougher Demands for renewals outstrips available budget	<ul style="list-style-type: none"> • Some lights not powered or maintained • Lack of lighting leading to increased fear of crime • Structural failure of lighting units • Injury/damage to persons/property • Compensation claims by injured parties • Adverse publicity
13	C3	Failure to fulfil statutory duty to collect stray dogs	Enactment of Cleaner Neighbourhoods and Environment Act provisions Refusal of PCO's to take on collection	<ul style="list-style-type: none"> • Inability to offer service as required by public or government • Intervention by S/S or direction/transfer of service • Judicial Review – Order of Mandamus • Ombudsman finding • Litigation and claims • Adverse publicity
14	C3	Growth in demand for Disabled Facility Grants	Unable to meet demand within budget.	<ul style="list-style-type: none"> • Reputational risk as caring authority • Unable to meet statutory duties • Vulnerable people living in inappropriate conditions • Individual risk to health and well being • Intervention by S/S or direction/transfer of service • Judicial Review – Order of Mandamus • Ombudsman finding • Litigation and claims • Adverse publicity
15	C3	Failure to take over litter and dog bin provision as per policy	Negative response to consultation	<ul style="list-style-type: none"> • Lack of budget control • Service quality • Reputation

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16	C3	IT workflow system failure	M3 Migration unsuccessful	<ul style="list-style-type: none"> • Inefficient service provision • Increased workloads • Performance reductions in service • Inappropriate allocation of jobs • Customer dissatisfaction • Public and individual health impacts
17	B5	Lack of suitable depot for services	Landlord refuses depot move	<ul style="list-style-type: none"> • Unable to store/house plant and equipment • O licence revoked • Service failures
18	C4	Inefficiencies as a result of silo working with the services leading to inappropriate 'lead' on certain tasks & issues, poor communication etc	Disconnected strategies from within the Council. E.g. Envirocrime, farmers markets/obesity/safer food strategies.	<ul style="list-style-type: none"> • Reduced improvements in performance including duplication of work • damage to reputation • inconsistent service delivery • adverse publicity • failure to achieve affects staff morale • inefficient operation • loss of influence on partners • lost opportunities e.g. funding and success.
19	C4	Single Status Agreement Corporate HR policies and procedures inability to support new service requirements. Policies are not capable of dealing with the section of workforce previously known as 'blue-collar' in a timely manner	Higher level of absenteeism than Council average. Vacancy rates high.	<ul style="list-style-type: none"> • Increased cost to budgets • Poorer standards of service delivery to customers • Diverting management time from service development, planning etc
20	C4	Failure to engage in enviro-crime agenda	Unable to contribute to partnership agendas of C&P WEF and CDRP Breakdown in partnership arrangements	<ul style="list-style-type: none"> • Inefficient and ineffective use of resources • Failure to meet strategy, partnership and/or service objectives • Missed funding opportunities • Lack of influence within partnerships, community • BVPI's, KLOE and CPA negative impacts

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21	C4	Statutory Air Quality Objectives	Action plan attached to AQMA ineffectual	<ul style="list-style-type: none"> • Failure to meet objectives • Reputation affected • Public health impacts • CPA and KLOE's impacted on negatively • Quality of life assessment affected • Ombudsman finding • Litigation and claims • Adverse publicity
22	D3	Failure to meet 'savings' identified through the bin delivery service	Budget not meet	<ul style="list-style-type: none"> • Reputation and poor publicity • Reduced morale and increased stress amongst staff • Inability to collect waste/recycling material from properties • Further service cuts required
23	D3	Demand for testing of PHV and TAXI's outstrips resources	One month wait before testing undertaken	<ul style="list-style-type: none"> • Dissatisfied operators and drivers • Public transport affected • Public safety compromised • Economic impacts for business and individual drivers • Ombudsman finding • Litigation and claims • Adverse publicity
24	D4	Extensive use or misuse of Freedom of Information Act or Environmental Information Regulations.	<p>Substantial Officer time being redirected off frontline duties to support answering request.</p> <p>Inability to meet requests within timeframes</p>	<ul style="list-style-type: none"> • Failure to meet legislative requirements. • Impact on other work and delivery of frontline services. • Adverse publicity – allegations of secrecy • Legal action against the council • Stress and morale issues for staff • Tarnishes SCDC reputation.
25	D6	Demographic changes affecting waste collection service	<p>Assisted collections unable to meet demand</p> <p>Clinical waste- unable to meet demand</p>	<ul style="list-style-type: none"> • Inappropriate disposal • Public health implications • Increased dissatisfaction • Increased levels of vermin • Inability to meet customer expectations • Bad publicity

Completed 5th March 2007.