




**PUBLIC PROTECTION - Strategic Risk Register**







<b>Team</b>	Public Protection Partnership
<b>Management Board</b>	Damian James, Eric Owens (Ed Shaylor)
<b>Managers</b>	Sean Murphy

<b>Date of Review</b>	10/01/23
<b>Date of Next Review</b>	10/02/23

- Likelihood**
- 1 Unlikely to occur across a 3year period
  - 2 May occur across a 3year period
  - 3 Likely to occur across a 3 year period
  - 4 Certain to occur across a 3 year period

- Impact**
- 1 Minor financial/political/reputational incident
  - 2 Significant financial/political/reputational incident
  - 3 Major financial/political/reputational incident
  - 4 Extreme financial/political/reputational incident

No	Risk	Cause/Trigger	Consequences	Gross Rating			Existing Controls	Net Rating			Owner	Direction of Risk and comments
				Likely hood	Impact	Score		Likely hood	Impact	Score		
1	Low staff levels.	Poor staff retention Failure to recruit Cost of living increases Poor career prospects Forced vacancies due to financial restrictions	Increase in complaints requiring manager involvement Low scores in customer feedback - failed PI Cllr involvement in complaints Negative press/media coverage Complaints to Committees e.g. Scrutiny and Licensing Scrutiny from shared service partners.	3	3	9	Workforce planning in place to secure qualified staff for future Apprentice programme in place.(4 new apprentices employed) 10 officers undertaking various professional training courses Central Gov guidance amending policy (e.g. food standards interventions) to focus on high risk and combat shortages nationally. QMS covering staff professional development in place. PO post in place to support L&D Business continuity arrangements to minimise single points of failure and risk management for service users TTG and Strategic tasking in place to ensure work balance Regular updates with shared service partners (JMB meet fortnightly). Continual recruitment exercises for technical and specialist staff where vacancy/budget permits	2	3	6	Service managers	
2	Unavailability of technically competent staff	High demand levels from residents/businesses/members Staff turnover Reduction in Employee budget Staff absence Managers with insufficient time to audit workforce skills.	Limited criminal investigation e.g. vulnerable people being exploited. Failure to deliver statutory duties including responses to government agencies and emergency services. Missed acute health incidents e.g. human and animal infectious diseases, mental health impact from fraud or noise pollution. Missed chronic health issues e.g. air quality assessment, private water supplies, contaminated land, and poor housing standards. Failure to gather intelligence for priority identification e.g. managers making poor decisions about what type of cases to investigate.	3	3	9	Business continuity arrangements to minimise single points of failure and risk management for service users TTG and Strategic tasking in place to ensure work balance Regular updates with shared service partners (JMB meet fortnightly). Continual recruitment exercises for technical and specialist staff where vacancy/budget permits	2	3	6	Service managers	
3	Breaches of Data Protection and failed Fol returns.	Management structures which lack capacity to respond to requests and data analysis. Loss of data capture and lack of ability to report, monitor and manage data. Loss in Intel	ICO investigation requiring management response Potential ICO fine. Sensitive data lost to the public Negative media coverage Loss of credibility	2	3	6	QMS and corporate support in place covering data handling and security. Mandatory training in this area monitored (Agency) support officer in place to co-ordinate Fol/DPA/SAR requests across PPP in place. Single system in its infancy - training required for reports etc.	2	3	6	Service managers	

4	Failure to meet service level agreements	Management structures which lack capacity to review performance data, conduct appraisals and 1-1's. Inability to produce, monitor and manage dataset. Loss of service user requests and untimely response and resolutions Breaches of KPI and targets.	Loss of confidence from Members/Senior Officers Reduced staff morale Scrutiny from shared service partners.	3	3	9	Performance management presented each quarter to JPPC. Business continuity arrangements to minimise single points of failure and risk management for service users TTG and Strategic tasking in place to ensure work balance Regular updates with shared service partners (JMB meet fortnightly). PO for governance in post Single system development underway	2	3	6	Service managers	Dataset unreliable due to system changes currently 
5	Failure to implement a fully integrated IC system	Loss of technically competent staff	Inefficient and ineffective decisions as a result of poor data quality. Incomplete or wrong formal returns to government departments/agencies. Failure to identify performance issues.	3	3	9	As above. System support specialist in post Project manager in post to deliver single IC system	2	3	6	Service managers	Dataset unreliable due to system changes currently 
6	Poor customer satisfaction.	Slow response and resolution times Poor attitude/approach from staff Poor advice given Expensive services Lack of services Increase in reactive workload	Increase in complaints requiring manager involvement Low scores in customer feedback - failed PI Cllr involvement in complaints Negative press/media coverage Complaints to Committees e.g. Scrutiny and Licensing Scrutiny from shared service partners.	3	3	9	Performance monitoring across management team. Internal auditing in place Regular updates with shared service partners. Wider accessible feedback opportunity in place e.g. QR codes on inspection forms, follow-up calls, survey monkey links to presentations).	2	3	6	Service managers	No notable rise in service complaints. Compliments included in performance report 
7	Low staff morale.	Poor staff retention Failure to recruit Cost of living increases Poor career prospects Increase in reactive workload Lack of management communication	Low scores in customer feedback - failed PI. Reduced productivity - implication for service PI's. Increase in management time required to motivate staff.	2	3	6	Routine team meetings. Routine performance meetings. Accessible management team. Clear career progression procedures. Good quality training provision. Regular updates with shared service partners.	2	3	6	Service managers	Key is maintaining regular communication 
8	Staff H&S	Lack of appreciation of risk Poor oversight of staff	Injured staff Civil claim against the authority Negative media coverage Scrutiny from shared service partners.	2	3	6	Comprehensive QMS on workplace risk assessment and lone working procedures in place. Mandatory training in place and monitored. Corporate H&S support in place.	1	3	3	Service managers	Lone working arrangements are still being finalised but a temporary measure is in place 
9	Budget, inc. loss of income, underspend, overspend (change in contract)	Economic factors which lead to reduced income levels. Management structures which lack capacity to review Agresso.	Pressure on Service/Directorate budgets	3	3	9	Comprehensive QMS. Active internal auditing. Routine meetings with Finance.	3	3	9	Service managers	Significant reduction in licensing income 
<b>Areas to Watch</b>		<b>1. Effect of Vacancies, restructure and apprenticeships - see structure chart for details.</b> <b>2. Effect of income streams meeting minimal service resources needed e.g. Licensing function.</b>										