

## Overarching strategic risks

| Risk Code   | Description  | Risk Factors                        | Internal Controls   | Current Impact | Current Likelihood | Current Rating | Last Review Date | Latest Note   | Assigned To           |
|-------------|--|-------------------------------------|---|----------------|--------------------|----------------|------------------|---|-----------------------|
| CRR-D01-014 | If the Government imposes legislative changes that are not expected then it could have an impact on the Council's finances and other resources   | Financial Community                 | Horizon scanning<br>Professional publications<br>Four year funding settlement | 3              | 3                  | 9              | 09-Jan-20        | 09-Oct-2019 No change in rating. The Council responded to the consultation on Defra's Waste and Resources strategy. The Strategy suggested that garden waste collection should be free which if imposed would have a significant financial impact on the Council. Defra has now published its consultations response which acknowledges the strong opposition from LAs and accepts that this proposal needs to be reconsidered. Any financial implications will be considered as part of the update to the Council's MTFS | Chief Finance Officer |
| CRR-D01-019 | If there are insufficient resources to deliver the objectives of the new Corporate Strategy and Plan then the expectations of our communities may not be met resulting in lower satisfaction and reputational damage | Financial Community<br>Reputational | Medium Term Financial Strategy  | 3              | 3                  | 9              | 16-Jan-20        | 16-Jan-2020 No change in rating. The financial implications of the Council's new Corporate Strategy have been included in the refresh of the Medium Term Financial Strategy. The MTFS will be considered by Council in February 2020.<br><br>This risk links to risk CRR-D02-028 regarding the Local Government Funding Settlement over the Medium Term. This is the biggest risk to the deliverability of the objectives in the new Corporate Strategy.  | Chief Finance Officer |

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|-------------|---|---------------------------------|---|----------------|--------------------|----------------|------------------|--|--|
| CRR-D01-018 | If the Government does not provide adequate funding to the Council to enable the Council to fulfil new expectations of the Council's role in preparations for the UK exit from the EU, there could be negative implications on the Council's reputation or the Council's finances | Financial Community             | Publica Executive Director undertaking role of Brexit Lead Officer as per requirement from MHCLG<br><br>Local Resilience Forum<br><br>Government funding  | 3              | 2                  | 6              | 09-Jan-20        | 09-Jan-20 Likelihood reduced from 3 (possible) to 2 (remote). The changed circumstances in relation to Brexit, i.e the expectation of an orderly exit on 31 January 2020, should reduce the level of any additional expenditure likely to be incurred by the Council. The Brexit Risk Register is being maintained and any change to this assessment will be reflected accordingly. £53k has been provided to date by the government to CDC to fund its Brexit preparations.   | Executive Director - Commissioning; Head of Paid Service |
| CRR-D01-017 | If the UK leaves the European Union with no deal then there could be a disruption to the delivery of Council services which would impact on residents/communities   | Community Financial Performance | Support from the LGA<br><br>Local Resilience Forum<br><br>Government funding to support Councils<br><br>Business Continuity Plans<br><br>Service specific planning - Publica ERS, Ubico and GLL<br><br>Publica Executive Director undertaking role of Brexit Lead Officer as per requirement from MHCLG | 3              | 1                  | 3              | 09-Jan-20        | 09-Jan-20 Likelihood reduced from 3 (possible) to 1 (improbable). Following the general election in December 2019 the proposed Withdrawal Agreement was passed on 20 December 2019. Whilst the Bill is still progressing through the Parliamentary processes, the government has stood down its preparations for a 'No-Deal' Exit from the EU and is planning for an orderly exit to take place on 31 January 2020. The Brexit Planning Group is continuing to meet at the presnet time and is currently undertaking a fundamental review of the risk register to take account of the changed circumstances. | Executive Director - Commissioning; Head of Paid Service |
| CRR-D01-016 | If the Council fails to successfully implement the Local Plan and new National Planning Framework then central government may intervene and/or speculative planning applications may increase   | Financial Reputational          | Local Plan Adopted in Aug 2018.<br><br>Local Plan Programme Board reconvened with updated Terms of Reference and membership   | 3              | 1                  | 3              | 02-Jan-20        | 02-Jan-2020 No change in rating. Ongoing monitoring of the housing supply and delivery indicates that CDC is on target. Forward Planning Officers are undertaking a review of the adopted local plan to establish whether an update is required and, if so, the scale. Senior Management team will be presented a copy of the review in Jan 2020. The outcome of this review will guide timeframes and resource requirements.  | Group Manager - Strategic Support                        |

## Annex A

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| CRR-D02-028 | If the Local Government settlement over the medium term is unfavourable then the Council's savings target may need to increase | Financial    | <p>Medium Term Financial Strategy</p> <p>Capped value of New Homes Bonus in MTFS (mitigates against fall in housing development)</p> <p>2020 Vision Programme/shared working</p> <p>Four year funding settlement</p> | 5              | 4                  | 20             | 16-Jan-20        | <p>16-Jan-2020 No change in rating. The MTFS is currently in the process of being updated. A one-year Spending Round 2019 has been announced which is indicating a roll-forward of funding from 2019/20 with an inflationary increase. New Homes Bonus awarded for 2020/21 will be for one year only (no legacy payments from 2021/22 due to implementation of Fairer Funding changes). The significant changes to LG Funding (75% Business Rate Retention, Business Rate Reset, Fairer Funding Review and new Spending Round) have been delayed until 2021/22.</p> <p>Members and Officers are working on contingency plans, which includes a Commercialisation Strategy to address the potential funding gap from 2021/22.</p> | Chief Finance Officer |

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|-------------|--|---------------------------|---|----------------|--------------------|----------------|------------------|---|-------------------------------|
| CRR-D02-018 | If unavoidable budget pressures exceed provision within the MTFS then the Council may need to: find additional income or savings, use its reserves, or there may be pressures on services or tax levels and agreed budget targets will not be achieved | Financial                 | Service Delivery Planning<br><br>Budgetary control system<br><br>CT/HoS consider financial pressures<br><br>Key variances reported to Cabinet and Overview and Scrutiny Committee | 4              | 5                  | 20             | 16-Jan-20        | 16-Jan-2020 No change in rating. The MTFS is currently being updated and includes significant additional costs of the new waste service from 2020/21. The Council has announced a Climate Emergency which requires financial resources. Funding for a Climate Change Manager is included in the update to the MTFS. One-off funding has been made available from earmarked reserves to fund research which will enable a costed action plan to be developed.<br><br>Members and Officers are working on a plan to increase income to fund both objectives from the new Corporate Strategy and to bridge the expected funding gap from 2021 as a result of changes to local government funding.<br><br>There is a downturn in material markets, textiles and paper; values have reduced significantly. Ubico is reporting that the costs of its Corporate Overhead are exceeding budget. The CFO will meet with Ubico and the other partner Council CFOs to discuss in Jan 2020. | Chief Finance Officer         |
| CRR-D02-030 | If Ubico is unable to deliver services to the required standard or to budget then it could damage the Council's reputation and result in additional costs for the Council  | Financial<br>Reputational | Service management<br><br>Performance monitoring<br><br>Service risk registers  | 4              | 5                  | 20             | 09-Jan-20        | 09-Jan-2020 No change in rating. The waste fleet has deteriorated before expected resulting in high levels of breakdown, and as a consequence is impacting on residents and increasing service costs. The fleet has been re-procured as part of a new service which commences on 18th March 2020. Modelled costs for the new service were agreed at Council in December 2018 and embedded in the budget in February 2019, however, costs have been reviewed and estimates revised. There are elements such as fleet numbers and tonnages which are based on estimates and may be subject to change which could increase costs.  | Group Manager - Commissioning |

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| CRR-D02-027 | If Publica does not deliver the agreed objectives in accordance with its business plan then the planned savings for the Council would not be delivered and consequently there would be a risk that services could not be delivered in line with the budget | Financial Reputational          | <p>Programme Board</p> <p>Local Political Support</p> <p>National Political Support</p> <p>Early Engagement with employees and Unions</p> <p>Funding provided to develop detailed business case</p>                                     | 3              | 3                  | 9              | 03-Jan-20        | 03-Jan-2020 Likelihood decreased from 4 (probable) to 3 (possible). At the end of Q2, very good progress was being made in delivering the savings of £930,000 included in the revenue budget for 19/20 and a small underspend was reported. Progress in preparing actions to deliver against business case targets for 2020/21 are not as far advanced as hoped to deliver full assurance that the remaining business case and MTFS savings for the councils will be achievable in 2020/21 but an agreed savings target of £500,000 has been included in draft budgets. This puts business case delivery ahead of target by around £250,000. | Head of Paid Service; Managing Director |
| CRR-D02-024 | If the Council is unable to meet the savings required to balance the budget then it may need to make unplanned use of revenue reserves, raise council tax, find further savings and/or cut services  | Financial Performance Community | <p>Regular meetings with Members and Cabinet</p> <p>MTFS and budget process</p> <p>CT/SMT discussions and lead</p> <p>Vision 2020 programme</p>   | 3              | 3                  | 9              | 16-Jan-20        | 16-Jan-2020 No change in rating. Awaiting Q3 financial performance data.<br><br>The level of savings required as a result of changes to local government funding which will now come into effect in 2021/22 remains unclear. The Council is developing contingency plans to deliver the savings, or generate additional income, required from changes to local government funding  | Chief Finance Officer                   |
| CRR-D02-029 | If contractors do not meet their obligations under key contracts then it could lead to a fall in service standards, reduced customer service or a failure to meet legal requirements   | Financial Reputational          | <p>Robust and effective contract management to ensure standards and requirements in contracts are met and any failings are identified and addressed quickly and effectively</p> <p>Regular meetings to review performance/standards</p> | 3              | 3                  | 9              | 09-Jan-20        | 09-Jan-2020 No change in rating. An internal audit report has identified improvement in procurement and contract management to be implemented.   | Group Manager - Commissioning           |

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| <b>Audit Committee - 30 January 2020</b> |  |                                       |   |                |                    |                |                  |   |                                   |
| <b>Annex A</b>                           |  |                                       |   |                |                    |                |                  |   |                                   |
| CRR-D02-005                              | If there is a legal challenge to any of the Council's decisions or actions then there may be financial or policy implications  | Financial<br>Legal<br>Reputational    | Managerial advice and supervision<br><br>Legal advice and effective role of monitoring officer<br><br>Robust internal procedures<br><br>200k in MTFS for planning appeals   | 3              | 2                  | 6              | 08-Jan-20        | 08-Jan-2019 No change in rating   | Head of Legal                     |
| CRR-D02-002                              | If the Council fails to meet income targets then it may need to make unplanned use of revenue reserves, raise council tax, find further savings and/or cut services                          | Financial<br>Performance<br>Community | Systems of budgetary control<br><br>Appropriate marketing of services and consideration of effective charging levels<br><br>Project management arrangements   | 3              | 3                  | 9              | 16-Jan-20        | 16-Jan-2020 No change in rating, waiting for Q3 financial performance data.<br><br>Impact has previously been increased from 2 to 3 to reflect shortfall in development control income. The income budget has been reduced in draft budget 2020/21. | Chief Finance Officer             |
| CRR-D02-017                              | If the level of pay inflation exceeds provision in the MTFS then the Council may need to make unplanned use of revenue reserves, raise council tax, find further savings and/or cut services | Financial                             | National negotiations on pay award  | 3              | 3                  | 9              | 16-Jan-20        | 16-Jan-2020 No change in rating. Unions have submitted a claim of 10% for 2020. The MTFS includes provision for pay award of 2.5%. This risk will be kept under review as the pay claim progresses.   | Chief Finance Officer             |
| CRR-D02-023                              | If there was a civil emergency in the District then there could be a financial burden on the Council in responding to it   | Financial                             | Mutual aid arrangements would enable support and reduce the resource burden on one individual council<br><br>The Belwin scheme enables costs incurred over a threshold (approx. £22K) to be reclaimed<br><br>Insurance of council's assets and some loss income<br><br>General Fund Working Balance<br><br>Flood engineering schemes in place to minimise the impact of severe weather and reduce the risk of property flooding | 2              | 3                  | 6              | 30-Dec-19        | 30-Dec-19 No change in rating. There are good internal controls in place to help mitigate this financial risk   | Group Manager - Strategic Support |

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| CRR-D03-007 | If the Council does not consult properly, or Publica does not consult properly on the Council's behalf, then the Council's decisions could be challenged | Community<br>Reputational<br>Legal<br>Financial | Press and PR officer<br><br>Cotswold News<br><br>Engagement strategy<br><br>Neighbourhood coordination meetings<br><br>Annual Town & Parish council meetings<br><br>Annual Budget consultation | 3              | 2                  | 6              | 10-Jan-20        | 10-Jan-2020 No change in rating. Ongoing consultations on the Waterloo car park project. Budget consultation proposals were approved by Cabinet in December 2019 for consultation to commence in January. Draft documentation on revised Homeseeker Plus policy will be considered by Cabinet in January, with formal consultation in February | Head of Paid Service |

## Organisational learning, staffing &amp; development

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|-------------|---|---|--|----------------|--------------------|----------------|------------------|---|---|
| CRR-D04-003 | If Publica or the Council is unable to recruit suitable staff and retain them, particularly in some key service areas then the level of service delivery may be reduced | Performance<br>Financial<br>Reputational<br>Community | Financial incentives (market force supplement scheme)<br><br>Work with partners to address skill shortages | 3              | 3                  | 9              | 08-Jan-20        | 08-Jan-2020 No change in rating. Quarterly performance reports are shared with Joint Management Team so any necessary mitigation to maintain service delivery levels can be discussed. Some difficulty recruiting senior staff in certain professions, e.g. Planning & Building Control. Monthly HR reports to Exec also highlight recruitment. Apprentice, intern and graduate schemes are in place. Implementation of the new pay and grading system, which will provide more flexibility in rewarding staff, is now planned for early 2020/21. | Head of Paid Service; Managing Director |
| CRR-D04-010 | If secondments to posts in the Transformation team are not backfilled then the level of service delivery in some services may be reduced                                | Performance<br>Reputational<br>Community              | Flexible working<br><br>Performance management framework<br><br>Partnership working                        | 3              | 3                  | 9              | 08-Jan-20        | 08-Jan-2020 No change in rating. A review has been undertaken and concluded that there was no impact on the 'day job'. Customer satisfaction rate via face to face and telephone channels was high at 99% and 97% in Q3   | Head of Paid Service; Managing Director |

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| CRR-D04-009 | If staff morale and motivation is low in Publica then the level of service delivered may be reduced in some services  | Performance<br>Community           | Communication<br><br>Comprehensive consultation and engagement process<br><br>Change management training<br><br>Joint Liaison Forum<br><br>2020 Engagement Strategy   | 2              | 3                  | 6              | 03-Jan-20        | 03-Jan-2020 Impact reduced from 3 (moderate) to 2 (minor). Amendments to the pay and grading proposals were made during the summer and further discussions held with unions. Significant progress has been made in discussions with the Unions such that we are expecting now that they will be able to support a ballot on the proposals. We have paused the direct implementation after concluding the 45 day consultation with staff and hope, with Union agreement, to implement the scheme from 1 April 2020. As set out in the peer review feedback completion of the pay and grading proposals should complete the technical aspects of the organisational design changes and allow the completion of this major part of the transformation programme, reducing uncertainty for employees and improving organisational morale. | Head of Paid Service; Managing Director |
| CRR-D04-011 | If key Officers in the Council (such as the Head of Paid Service, Chief Finance Officer or Monitoring Officer) are not available, the Council may not be able to respond effectively to urgent matters which could result in reputational or financial damage | Legal<br>Financial<br>Reputational | Deputy CFO and Monitoring Officers in place<br><br>Support from Shared Legal Services team- employed by the Publica Partner Councils<br><br>Support from professionals within Publica (e.g. Strategic Directors, Group Managers, Accountants, HR)<br><br>Support available from other Statutory Officers from across the Publica Partner Councils<br><br>Effective working relationships between Officers and Cabinet Members | 3              | 2                  | 6              | 16-Jan-20        | 16-Jan-2020 No change to rating.  | Head of Paid Service; Managing Director |



## Annex A

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| CRR-D05-001 | If the Council's data is of poor quality or it does not make appropriate use of its data then the decisions it makes may be flawed   | Reputational<br>Financial<br>Legal<br>Performance<br>Community | Internal processes and self assessments<br><br>Internal audit assurance and support<br><br>Dedicated staff resource on performance management and data quality<br><br>Performance Management Framework      | 3              | 3                  | 9              | 08-Jan-20        | 08-Jan-2020 No change in rating. Data quality and the use of information is being addressed as part of the organisational re-design. The Business Manager responsible for business analytics is working with the Lead officer for information on data quality.  | Chief Finance Officer; Head of Paid Service   |
| CRR-D05-016 | If the Council does not comply with relevant Information Management legislation including the new GDPR and Transparency Agenda then the government may intervene which could have a reputational impact on the Council | Financial<br>Reputational<br>Legal                             | Access to Information Policy<br><br>FOI process reviewed<br><br>LGA guidance and supporting documents & templates   | 3              | 3                  | 9              | 08-Jan-20        | 8-Jan-20 No change in rating. Progress on the GDPR action plan is being reported to the Council and Publica on a regular basis, and includes advice and guidance at staff inductions. The online training programme has now been successfully rolled out across Publica, with over 98% of staff completing the courses. The remaining staff have been identified and will be included in the new programme along with all new recruits going forward. | Data Protection Officer; Head of Paid Service |
| CRR-D05-019 | If contractors do not comply with health and safety requirements then there could be both financial and reputational implications for the Council  | Financial<br>Reputational                                      | Contract management in place to ensure appropriate measures such as risk assessments, appropriate policies, and training is in place.<br><br>Health and Safety business partners provide advice and support | 4              | 2                  | 8              | 09-Jan-20        | 09-Jan-2020 No change in rating   | Group Manager - Commissioning                 |

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|-------------|---|--|--|----------------|--------------------|----------------|------------------|--|---|
| CRR-D05-013 | If there is insufficient capacity to respond to an emergency then the Council may not be able to deal effectively during emergencies resulting in reputational damage           | Reputational<br>Legal<br>Financial<br>Community<br>Performance | Contract terms with Everyone Active and GOSS e.g. use of leisure centre as a rest centre<br><br>Mutual aid arrangements<br><br>Good will of staff<br><br>Ward Members, Town & Parish Councillors on hand/training provided<br><br>Enhanced community resilience arrangements<br><br>Emergency management framework in place with duty officer arrangements | 3              | 2                  | 6              | 30-Dec-19        | 30-Dec-2019 At the end of quarter 4 2018/19 the likelihood rating was increased from 2 to 3 because the nominated District Emergency Planning Liaison Officer (DEPLO) had left and a replacement was yet to start in post.<br><br>A new emergency management framework has been developed which includes two deputy DEPLOs for Cotswold District, as a well as an overall emergency planning lead for the Publica partnership.<br><br>In addition, a new duty officer rota became effective from the first week of December 2019.<br><br>The likelihood rating has therefore been reduced back to 2. | Head of Paid Service; Managing Director   |
| CRR-D05-010 | If there is severe weather then the Council may be unable to deliver key services which could impact on residents   | Performance<br>Community<br>Reputational                       | BCPs<br><br>Weather reports/national news<br><br>Remote working solution available to staff  | 3              | 2                  | 6              | 30-Dec-19        | 30-Dec-2019 No change in rating. All business continuity plans have been updated.  | Head of Paid Service; Managing Director   |
| CRR-D05-011 | If the Council's IT System / infrastructure failed due to cyber attacks and/or virus then system performance could be reduced leading to poor service delivery/financial impact | Performance<br>Financial<br>Legal<br>Reputational              | Preventative measures introduced such as blocking of USB and other devices<br><br>Undertaken and passed a central government ICT audit, meeting the very high standards set for network security<br><br>Introduction of new / revised joint policies<br><br>Periodic staff awareness training<br><br>BCP in place and reviewed & tested                    | 3              | 2                  | 6              | 08-Jan-20        | 8-Jan-2020 No change in rating. All Councils have PSN accreditation, which compliments the Cyber Essential Plus, which is a Government-backed, industry-supported scheme to help organisations protect themselves against common online threats  | Group Manager - Business Support Services |

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| <b>Audit Committee - 30 January 2020</b> |  |  |   |                |                    |                |                  |   |   |
| <b>Annex A</b>                           |  |  |   |                |                    |                |                  |   |   |
| CRR-D05-012                              | If there is a loss of data (both on site and as a result of remote/mobile working) / security failure in our IT systems then it could lead to a reduced level of service and have a negative impact on the Council's reputation and finances | Performance<br>Financial<br>Legal<br>Reputational              | Preventative measures introduced such as blocking of USB and other devices<br><br>Undertaken and passed a central government ICT audit, meeting the very high standards set for network security<br><br>Introduction of new / revised joint policies<br><br>Periodic staff awareness training<br><br>BCP in place and reviewed & tested | 3              | 2                  | 6              | 08-Jan-20        | 8-Jan-2020 No change in rating. All Councils have PSN accreditation, which compliments the Cyber Essential Plus. The online training programme (Bob's Business) has now been completely rolled out and completed by 98% of staff which is helping to reinforce the need for staff to be aware of their responsibilities with regards to data security, passwords and GDPR | Group Manager - Business Support Services |
| CRR-D05-014                              | If the Council's buildings are destroyed then it would be unable to operate/deliver services which would impact on residents /communities  | Reputational<br>Financial<br>Legal<br>Performance<br>Community | BCPs including ICT contingency plans<br><br>Remote access<br><br>Mutual aid through Shared working strategy<br><br>Insurance<br><br>Fail over protocol  | 3              | 2                  | 6              | 30-Dec-19        | 30-Dec-2019 No change in rating. All business continuity plans have been updated.   | Group Manager - Strategic Support         |

Audit Committee - 30 January 2020  
Annex A

Longer term risks

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| CRR-D06-002 | If Health and Safety procedures and risk assessments are not in place /being followed then staff could be injured undertaking Council duties which would impact on their health and wellbeing, affect their ability to work and create liability issues for the Council | Legal<br>Financial<br>Reputational | Health and Safety procedures<br><br>Access to weather forecasts<br><br>Lone workers policy<br><br>Business Continuity Plans | 4              | 2                  | 8              | 31-Dec-19        | 31-Dec-2019 No change in rating. No reportable incidents to the Health & Safety Executive in the quarter. Fire Risk Assessments on all our buildings in Cirencester have been carried out; the results have been reported to the responsible person. All H&S policies & guidance notes have been updated with the new Managing Director. | Head of Paid Service; Managing Director |