

Orbitas Bereavement Services, Detailed Risk Register – Confidential Document

Risk scoring:

- CEC might score a risk as 16 for such potential impacts as over £1M, risk of death, severe reputational damage, project delay of over 3 months or service suspension of over 5 days
- Orbitas' risk tolerance is lower than CEC's and is based on what financial, political, compliance &/or reputational type risks Orbitas could survive.
- For Orbitas, a score of 16 reflects a financial burden of £50K or more and/or the risk of severe service disruption (1 week or more) and/or severe health and safety and/or high reputational damage or a known compliance risk

Key:

- L = Likelihood, I = Impact, O = Outcome.
- Each item is scored 1-4. Final Score = L x I = O
- 7 or below shows as green
- 8 or more shows as yellow/amber
- 12 or more shows as red

	Risk	L	I	O	Control Measures	Revised O
1	Pandemic Event	2	4	8	- Orbitas Pandemic Plan in place and revised to reflect experiences of Covid-19 pandemic - relationships established with CEC Emergency Planning Team	6
2	Financial Failure	2	4	8	- Company reserves provide security	4
3	General regional economic problems	2	2	4		4
4a	Loss of core contracts	2	3	6	- MA1 contract with Adults Commissioning continues to provide excellent value for money	3
4b	New competitors / options leading to reduced market share	3	3	9	- Business Plan includes several business development opportunities	6
5	Local Government spending constraints	4	3	12	- regular dialogue with Shareholder - Shareholder Business Plan - importance of income generation to address budget issues - service funded by income generated	9
6	Failure to attract investment for business development	3	3	9	- company reserves enable self-funding - potential to fund via borrowing - CEC appetite for risk from ADSV activity is low	6
7	Legislative change affecting Council-owned companies	2	3	6	- ADSV operating model previously challenged with positive outcome	3
8	Political change via general and local elections	2	2	4	- first year of Local Authority electoral cycle - likely General Election during 2024 thought to have lesser impact on Orbitas	4
9	Failure to meet political aspirations	3	4	12	- Cheshire East council currently reviewing the ASDV operating model - Orbitas co-operating providing all information requested - ASDV model has been challenged previously with a positive outcome for Orbitas	8

10	Reputational damage for the Company or shareholder	2	3	6	- Orbitas has an excellent track record due to systems, processes, policies, training, experience and governance in place	3
11	Loss of confidence in the Company, Board or key Personnel	3	4	12	- Cheshire East council currently reviewing the ASDV operating model - Orbitas co-operating providing all information requested - ASDV model has been challenged previously with a positive outcome for Orbitas	8
12	Industrial action	2	2	4	- good relations with recognised Trade Unions	2
13	Failure to recognise and recruit the necessary skills	3	2	6	- attractive benefits - comprehensive training programme providing development opportunities and meaning specialist skills not required prior to employment	4
14	Major H&S issue	3	3	9	- comprehensive training provided for staff - suite of Health and Safety Policies regularly revised and briefed to staff via Toolbox Talks - Operations Manual and Risk Assessments cover all activities - all necessary equipment and PPE provided	3
15	Quality issues	3	3	9	- comprehensive training provided for staff - suite of HR, H&S and other policies regularly revised and briefed to staff via Toolbox Talks - main processes fully documented and briefed to staff - annual external audit programme give assurance and aids business improvement - full induction process for new starters	3
16	GDPR issues / data breach	2	3	6	- regular GDPR training completed by staff - access to CEC GDPR Officer expertise - all data held on CEC networks	3