

MHS Corporate Risk Register

Summary

Board members are asked to **note** the MHS Corporate Risk Register. **No action** is required.

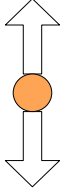
Contact :

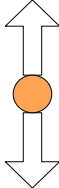
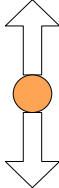
David Bramley
MHS Board Secretariat
Tel: 01904 455164

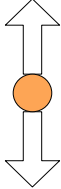
SMT Level 1 Risks

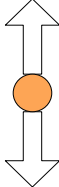
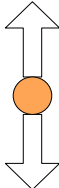
Version 4.6

10 September 2007

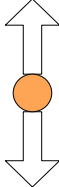
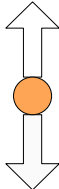
Risk no	Description of risk	Description of potential impact	Description of likelihood	Impact Rating	Likelihood rating	Current Risk rating	Risk Owner (Risk Manager)	Counter Measures	Contingency	Previous Risk rating	Trend	Residual risk score	Corporate Objectives
13	The risk of change to the work and/or structure of the MHS because of a change in FSA/Defra policy.	Pressure on Management capacity to deliver required change. Potential budget pressure. Adjustments to strategic and business plans	Eves report. Pressure from industry for consideration of Control Body arrangements. SRM options. Charging proposals. FSA review of delivery models for official controls.	3	3	9	Steve McGrath	CE approached FSA for change management consultancy resources. Speedy review of options of service delivery. MHS work on efficiency. MHS involved as members of review project teams. 'Headroom' to be created to facilitate effective change management.	Clear communication strategy.	9		6	1 3 4 5
17	The risk of unnecessary cost pressures due to high levels of staff sickness resulting in financial targets being exceeded, and poor reputation.	Exceeding cost budget Poor reputation with FSA and industry	Long term sickness level is worst in civil service	3	3	9	Kathryn Davies (Paul Adams)	Escalation protocols in managing attendance policy being followed and a number of cases are reaching final case conference stage. Ops and HR are developing a framework for regular case reviews. Further briefing being developed for key staff in managing long term cases.					

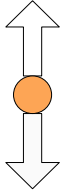
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02	The risk of failure to deliver customer requirements because of MHS staff not following instructions and training requirements not met.	Poor reputation. Risk to public health, animal health or welfare. Failure to achieve corporate performance targets.	Previous instances have occurred. Constant change to the Manual of Official Controls and Industry Guide could lead to some staff operating under out of date instructions.	3	2	6	Mike Greaves	Improved communication through the implementation of an Operations Directorate Management framework which includes cascade briefings and the holding of monthly plant-based team meetings, to discuss such issues. Enhanced local verification.		6		6	1
03	The risk of change projects failing because of poor management, change structures or processes.	Not achieving objectives. Disillusioned staff. Poor reputation. Investment (time, money) written off.	Poor result in Staff Attitude Survey. Delivery of IT in plants project. Flexibilities project delays.	3	2	6	Steve McGrath (Kathryn Davies) (Jane Downes) (Mike Greaves)	Mapping key process to ensure effective and consistent approach. Project Management techniques employed. IT/Finance have developed a consistent approach to project management. Business planning exercise identifies key projects to meet corporate targets and are built into appropriate directorate business plans. FSA have provided consultancy resources to support MHS with project A.	Improved Business Planning where work is agreed at the start of the year.	6		6	1 2 3 4 5

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05	The risk of staff and stakeholders being unaware of MHS priorities because of lack of proactive communication.	Lack of trust and understanding of organisational direction. Poor reputation due to failing to deliver corporate objectives.	Issue identified in staff attitude survey 2007 and customer surveys.	2	3	6	Steve McGrath (Kathryn Davies) (Mike Greaves) (Jane Downes)	Raise awareness of benefits of good communication. Comms team to proactively agree key messages with MHS managers and ensure timely communication. Priorities to be communicated in Business Plan. Use of Portal introduction of cascade briefing. Approved new Comms post. Improved communication through the implementation of an Operations Directorate Management framework which includes cascade briefings and the holding of monthly plant-based team meetings to discuss such issues. FBO newsletter being developed for issue in August 2007. MHS extranet being developed.	MHS Portal and MHS extranet hardcopy.	6		3	1 2 3 5

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06	The risk of physical injury/death to staff because of insufficient health & safety arrangements and organisation.	Poor reputation. Litigation and compensation claims. Loss of staff resource.	New & in-experienced H&S advisors will need time to familiarise themselves with role in MHS. Inadequate reporting arrangements. Statistical trend information on accidents.	3 (in case of death)	2	6	Kathryn Davies (Health & Safety Manager) (Area Managers) (SMHIs)	Health & Safety Plan implemented. Generic risk assessments undertaken. Health & Safety training delivered. Recruitment exercise for a permanent H & S Manager has been successful. He is now engaged on a review of work to be undertaken. Five Regional HSAS in post from November 2006, and induction training is in progress.		6		6	2 4 5
14	The risk of MHS not retaining liP re-accreditation. New standard introduced in 2006 sets new criteria for assessment.	MHS reputation as a good civil service employer could be seen as a deterioration in people/ Management standards affecting recruitment and perception by other public and private bodies. Staff morale may be affected.	liP re-accreditation is due in September 2007. A revised action plan has been prepared but time is short to implement some of the stretching criteria.	2	3	6	Kathryn Davies	Revised action plan prepared and new working group formed with input from YHAL. Working group members to spread key messages/good practice within their teams with YHAL consultancy support. Management competencies to support liP are being developed as part of roll out of Leadership development training.		6		6	2
15	Risk of increased level of food borne disease originating from catering butchers premises	Meat preparations and meat products present a higher risk to public health than fresh meat. Any out break would have a major	Due to lack of information on the whereabouts of these premise and the amendment to	3	2	6	Jane Downes	Audit of catering butchers to be undertaken by employed OVs. This group are experienced		6		2	1

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	because MHS staff are inexperienced in audit of FBO controls of meat preparations and meat products.	impact on the individuals affected and also on the reputation of the MHS and FSA.	the approvals strategy resulting in these premises moving to MHS controls earlier than planned there is likely to be difficulties in sourcing a suitably qualified and trained OV to undertake the work.					OVs who will be trained to undertake the work thus avoiding the risk of contractor supplying inappropriate resource.					
10	The risk of inability to carry out support functions due to failure of computer systems.	[If down for 1 month or more] Inability to make payments (with the exception of payroll) and collect income. Inability to access information.	Some instances of down time.	3	1	3	Kathryn Davies (Jenny Sergeant)	IT – BC/DR project plan created to tie in with the corporate plan. A project to locate IT systems at Central Science Laboratory (CSL) has been initiated.	Foss House to be used until CSL disaster recovery centre is built.	3		3	1 2 3 5
11	The risk of MHS staff contracting Avian Influenza.	Potential risk to risk	H5N1 is a disease of birds which poses a small risk to people in prolonged contact with infected birds. Even then the risk is tiny.	3	1	3	Mike Greaves	Approved PPE has been procured and training for its use has been given. Instructions on personal hygiene have been provided. Diseased birds will not be transported for slaughter. HPA guidance has been sought.		3		2	1 2

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12	The risk of strike action because of an unsatisfactory conclusion to the LGPS matter resulting in potential service delivery failure by the MHS.	Industry not able to operate, poor reputation, possible compensation claims.	Unison's 'Save the LGPS' campaign reaching conclusion. Revised legislation likely to be published in January 2007. Unison judicial review not upheld.	3	1	3	Mike Greaves	Lessons learnt from previous strike action being updated and implemented, improved communications to stakeholders, customers and staff, Business Continuity Silver Team controlling all actions. Current contingency plan to be tested in January 2007.	Implement contingency plan through Silver Team.	3		3	1
14	The risk of changes in demand for MHS operational staff because of an outbreak of Avian Influenza which causes disruption to the poultry industry.	Loss of MHS operational staff jobs resulting in redeployment or redundancy. Loss of income. Unavailability of staff.	SVS/Defra are responsible for the control of animal health on farms. Defra's risk assessment on the likelihood of an Avian Influenza outbreak has increased and regulations in place on farms will assist in controlling an outbreak of the disease at slaughter houses but does not eliminate the risk totally.	3	1	3	Mike Greaves	Advice received regularly from Defra. Produce a Business Continuity Plan. All actions to be controlled by the relevant Silver Team.	Implement business continuity plan	3			4 5
16	The risk of widespread MHS and FBO staff absence due to a pandemic flu outbreak resulting in supply chain	Significant levels of staff absence over a 15 week period (the first wave) peaking at approximately 30% of staff being absent during a particular 2 – 3 week period.	WHO experts predict pandemic will occur but cannot say exactly when. Currently the top UK risk in terms of cross-	3	1	3	Mike Greaves	None currently in place. Meeting taking place on 24 July with FSA and Defra to ensure joined up contingency response is delivered.	Silver Team (Service Delivery) would implement the industrial action contingency plan but many factors are different (eg having	3			1 4 5

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	shortages and animal welfare issues.	Daily changes to plants which can / cannot operate. Animal welfare issues arising from animals not leaving farms for processing. Supply chain shortages.	Government contingency planning.						to deal with deployment options changing daily).				

Corporate Objectives 2007/08

- Objective 1: To deliver customer requirements.
- Objective 2: To equip all our staff with the necessary skills, knowledge and information to deliver our services effectively.
- Objective 3: To E-enable all MHS processes working in partnership with our customers where appropriate.
- Objective 4: To operate within delegated resource budget and delegated cash budget for 2007/08.
- Objective 5: To improve efficiency