

BUSINESS RISK MODEL

FAILURE TO ACHIEVE BUSINESS OBJECTIVES

THREAT TO REPUTATION/ LOSS OF CONFIDENCE/TRUST OF STAKEHOLDERS

LACK OF RESOURCES TO GET THE JOB DONE

STRATEGY FAILURE

1. *Failure to frame the right strategy*

2. *Failure to implant strategy in organisation*

3. *Failure to deliver on the strategy*

4. *Failure to demonstrate that the strategy is delivering health and safety benefits*

***Failure to anticipate challenges to our strategy*

** 'New' risk identified

ORGANISATIONAL CAPACITY FAILURE

5. Poor leadership

6. Inability to respond quickly

7. Lack of creativity, innovation

8. Information mismanagement

9. Initiative overload

10. Sudden, unexpected loss of key facilities.

STAKEHOLDER MANAGEMENT FAILURE

11. Partnership failures

12. Poor media image for HSE

13. Poor relations with key stakeholders

DELIVERY QUALITY/FAILURE

14. *Lack of robust, consistent enforcement process*

15. *Failure to respond appropriately to major incidents/civil emergencies*

16. *Failure to achieve key operational outputs/outcomes*

17. *Poor customer relationship management, on operational issues*

18. *[Subsumed]*

FINANCIAL FAILURE

19. Insufficient resources available

20. Poor control of resources

21. Financial loss

HR MANAGEMENT FAILURE

22. Loss of competence

23. Recruitment failures

24. Poor morale leading to loss of commitment

** *Financial loss/ loss of reputation/ business disruption arising from adverse equal pay judgements*

Risks 1-4 and 14-17 are revisions of specific risks identified
Specific risks to be re-numbered once agreed