

## SUMMARY - DIRECTORATE RISK REGISTERS - 2007/08

Directorate	Risk Category	Description of Risk	Current Risk Score	Target Risk Score	Last Review Date	Next Review Date	Link to Strategic Risk
Column1	Column2	Column3	Column4	Column5	Column6	Column7	Column8
CHC	Social	Inability to meet the anticipated increase in service demands and social care costs over the next 5 years due to the local aging population and a reduction in local health care provision	B2	D3	Aug-07	Sep-07	4
CHC	Social	Managing significant change of demand for services as a result of health epidemic.	C1	C3	Aug-07	Sep-07	7
CHC	Partnership / contractual	Breakdown in delivery of health improvements and partnership arrangements due to pressures on partner organisations to reduce their level of commitment and changes in personnel leading to a lack of understanding of roles and responsibilities and governance arrangements.	C2	D2	Aug-07	Sep-07	8
CHC	Professional / Managerial	Failure to deliver the requirements of key government policies including the 'Our Health, Our Care, Our Say', local government white papers and the government's 'RESPECT' agenda due to competing demands for officer time.	C2	E3	Aug-07	Sep-07	9
CHC	Legislative	Inability of the Directorate to achieve Equality Standard Level 4 due to insufficient resources to manage the INRA programme and the inability to demonstrate continuous improvement.	C3	D3	Aug-07	Sep-07	
CHC	Political	Failure to meet Local Area Agreement (LAA) targets for Healthy Communities, Older People and Safer, Stronger Communities due to a lack of awareness of the process and the time that it will take to bring staff up to the required level of awareness.	C3	E3	Aug-07	Sep-07	
CHC	Partnership / contractual	Failure to achieve completion of the redevelopment of the Oak Lodge site in the required timescale due to Planning demands and delays in completing the contract documentation.	C4	E4	Aug-07	Sep-07	
CHC	Financial	That key capital projects are not delivered within the required timescales and budget, due to inadequate resources and external controls that hinder progress.	D2	E3	Aug-07	Sep-07	
CSL	Political	Failure to meet ambitious targets in relation to raising standards in GCSE and Key Stage 2 results or closing the gap in achievement between the priority neighbourhoods and other parts of the City, and risk to organisational reputation and future performance	A4	B4	Jun-07	Sep-07	9
CSL	Professional / Managerial	Failure to secure intended outcomes from key strategic products and activities (e.g. Annual Performance Assessment, Joint Area Review etc), failure to effectively manage the delivery of the Learning Futures programme or to meet targets for developing extended schools and establishing Children's Centres through insufficient management capacity and/or competing strategic priorities.	B3	C4	Jun-07	Sep-07	9
CSL	Professional / Managerial	Major failure in relation to the delivery of the Capital Programme, as a consequence of overspend and/or late delivery in relation to capital projects in schools and other children's services settings (e.g.) for Newlands, Mansel, Red Lodge and Springwell	C3	D4	Jun-07	Sep-07	
CSL	Professional / Managerial	Failure to manage the delivery of changes in services required by regulations or legislation because or due to insufficient capacity, insufficient lead-in time and/or competing local priorities	C3	E3	Jun-07	Sep-07	

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CSL	Legal	Major child protection failure	E1	F1	Jun-07	Sep-07	
CSL	Professional / Managerial	Major service failure (e.g. failure to deliver any significant planned service, either directly or through contracted third parties) or through delays in procurement, or loss of key service facility (e.g. school) for more than a week as a result of loss of key personnel, contractual failure, changes in legal/procurement guidance or major incident (in relation to specific facilities).	E2	F2	Jun-07	Sep-07	
CSL	Partnership / contractual	Transfer of services to SSP Partner resulting in failure of support services to Directorate or schools leading to risk of damage to organisational reputation and/or poor service outcomes	E3	F4	Jun-07	Sep-07	
CX	Political	Not providing Members and Senior Managers across the Council with the information and analysis needed to respond appropriately to the Central Government's major "Public Service Reform Agenda" changes.	B2	D2	Jul-07	Oct-07	3
CX	Political	The Local Government White Paper – failing to ensure that advice and assistance to appropriate divisions is provided which enables the provisions of the White Paper to be properly and effectively implemented	B2	D2	Jul-07	Oct-07	1
CX	Political	Failing to gain support for the activities which enhance the council's reputation and increase satisfaction levels for the council as a whole	B2	E2	Jul-07	Oct-07	9
CX	Competitive	The Local Area Agreement - Not developing and implementing the management (monitoring and review) systems that allow Senior Managers and Members to know that the City Council and its key partners are delivering the objectives and targets within the Local Area Agreement.	C2	E2	Jul-07	Oct-07	8
CX	Competitive	Failure to ensure the Council has Improvement Plans that are able to deliver the accepted recommendations arising from the Corporate Assessment and Joint Area Review; and not managing the monitoring processes in place for the Council's Senior Management and Members to measure the progress of delivering them.	C2	E2	Jul-07	Oct-07	9
CX	Financial	Failing to meet income targets which causes problems for the division to meet income targets set corporately	C3	C4	Jul-07	Oct-07	
CX	Customer / Citizen	The council produces unnecessary, inaccurate, inappropriate or insufficient publications and/or information which are not targeted or evaluated, thus resulting in perception that the council is unprofessional and lacks clarity in its communication efforts.	C3	C5	Jul-07	Oct-07	
CX	Professional / Managerial	Retenting of staff - maintaining good professional staff in the face of continuing budget cuts and the lure and competition of the private sector	C3	D4	Jul-07	Oct-07	
CX	Competitive	The perceived value and role of the communications team in the council is not understood thus resulting in a lack of investment, support and use	C3	E3	Jul-07	Oct-07	
CX	Competitive	Not proactively managing the continuous improvement activities needed for dealing with complaints that will support ensuring that the percentage of complainants satisfied with the handling of their complaints has improved when measured at the next best value user satisfaction survey in 2009	D3	F3	Jul-07	Oct-07	

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CX	Legal	Client satisfaction - Failing to ensure client satisfaction leading to a lack of confidence in the service and a hesitancy or refusal to seek legal advice	D4	F4	Jul-07	Oct-07	
ENV	Financial	Lack of funding, staff and adequate project management could have an adverse impact on delivery of the Environment Directorate's Transformational Projects (North South Spine, Street Lighting PFI, Economic Development and Spatial Planning).	C3	D3	Apr-07	Sep-07	
ENV	Legal	Inability to deal with legal challenges (and costs) relating to third party highway claims due to the lack of a comprehensive highways inspection regime and supporting systems and procedures.	C3	D4	Apr-07	Sep-07	
ENV	Professional / Managerial	Difficulties in recruiting suitably skilled staff to adequately resource the City Development team for the delivery of major City Development and Economic Developments projects	C3	E3	Apr-07	Sep-07	
ENV	Environmental	Lack of comprehensive action plan has adverse impact on delivery of the environment elements of the EDE LAA.	C3	E3	Apr-07	Sep-07	
ENV	Technological	BPR project efficiencies for Highways and Parking Services are not delivered due to the failure to implement new technology and improvements to the web pages	C3	E3	Apr-07	Sep-07	
ENV	Financial	Delay or non delivery of a timely long term strategy for the future improvements to the highway's infrastructure due to a lack of funding and internal resources.	D2	E3	Apr-07	Sep-07	
ENV	Physical	Health and Safety requirements are not complied with.	D3	F3	Apr-07	Sep-07	
ENV	Professional / Managerial	Slowing down the delivery of the improvements to the highways infrastructure due to delays in the implementation of the restructuring of the Highways and Parking Services.	D3	F3	Apr-07	Sep-07	
ENV	Professional / Managerial	The Business Continuity Plan in place is not as effective, robust or comprehensive due to competing demands for officer time	E1	F1	Apr-07	Sep-07	
NEIGH	Professional / Managerial	That the key transformational projects are not delivered due to a lack of effective project management capacity and/or potential frequency of change in political makeup.	B2	C3	Jul-07	Oct-07	10
NEIGH	Financial	Failure to achieve improvements in rent income.	C2	C4	Jul-07	Oct-07	9
NEIGH	Professional / Managerial	Failure to reduce the time that homes are left empty prior to letting.	C3	C4	Jul-07	Oct-07	
NEIGH	Physical	The Business Continuity arrangements that are in place are not as effective, robust or comprehensive as expected.	C3	D4	Jul-07	Oct-07	

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RSCES	Partnership / contractual	The Strategic Services Partnership fails to make savings and improve services as Capita do not meet the standards required by SCC or the contract is not managed effectively, resulting in failure to deliver the organisational futures initiative.	D2	E2	Jul-07	Oct-07	
RSCES	Competitive	The Council's reputation is damaged by failure to maintain (and or improve) our current CPA use of Resources score of 3			Jul-07	Oct-07	
RSCES	Technological	A major incident or event causes damage to the hardware in main Computer Room resulting in service areas being unable to access key systems, information and data	E2	F1	Jul-07	Oct-07	
RSCES	Economic	We fail to deliver the Procurement savings which will result in requiring alternative service cuts to balance the budget	D1	E3	Jul-07	Oct-07	9
RSCES	Customer / Citizen	Not meeting the expectations of customers in terms of delivery excellent customer care	D4	E4	Jul-07	Oct-07	
RSCES	Professional / Managerial	We do not meet the Council's vision to be an employer of choice by recruiting and retaining the right people in the right jobs resulting in an inability to deliver services due to a lack of skilled employees	D3	E3	Jul-07	Oct-07	
RSCES	Financial	Arrangements to identify and/or reduce the risk of fraud and corruption are not effective	D3	E3	Jul-07	Oct-07	