



Service Risk Register 2008–2011

Version 1.0 May 08

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Business Support

Risk ref.	Description of the risk	Current score	Target score	What management action is planned?	What are the critical success factors?	What are the key dates?	Who is responsible?
	Limited Team Leader resources	A2	A3	Temporary reallocation of Team Leader role with assistance from the Senior Business Support Officer Following re-evaluation of the Team Leader post, recruitment to take place	Temporary reallocation of duties agreed Recruitment of permanent Team Leader post	February 08 August 08	Business Support Manager
	Lack of commitment to the concept of centralised Business Support	C2	D3	Greater collaborative working between Business Support Management and Service managers Additional Team Leader resources	Setting up of Project Teams Recruitment of permanent Team Leader post	On-going August 08	CMT Business Support Manager
	Increased Customer complaints	C2	D3	Specific Business Process Reviews	Commitment from Project Board, Project Team and Worcestershire Hub Allocation of adequate resources	On-going On-going	Project Team Project Board Service Managers
	Lower levels of building security	E2	E4	Regular Monitoring of compliance to the contract	Completion of contract Procurement of contractor	January 09	Business Support Manager
	Not carrying out the Planning Business Process Review:	B2	E3	Agreement to carry out Planning Business Process	Achieve and sustain top quartile	On-going	CMT

	<p>Decline in performance, reduced Planning Delivery Grant, failure to deliver e-planning, failure to comply with expectations of Audit Commission, additional complaints, limited improvement to customer service, continue disjointed Planning / Business Support integration, crisis management, unfulfilled potential of corporate resources</p> <p>No improvement in customer service ethos</p> <p>Limited flexibility and sharing of key knowledge</p> <p>Expenditure fails to bring cashable savings: extent of performance improvement identified to CMT and accepted; opportunities identified in Planning & Business Support</p> <p>Lack of corporate endorsement of project implementation: role for CMT to collectively ensure corporate implementation of project implementation plan</p>			<p>Review</p>	<p>performance.</p> <p>Achieve at least Level 3 (of 4) of Parsol requirements for e-planning</p> <p>Satisfy standard for application verification within 3 working days</p> <p>Removal of obstacles from professional staff using existing and proposed operating systems such as Ocella and ERDM</p> <p>Final decisions made on future of corporate projects such as e-GGP, LLPG & linking Planning to Land Charges</p> <p>Deliver system that can facilitate a Customer Service Centre remote from the back office</p> <p>Implementation of a project plan of best practice improvements in DC and BS</p> <p>Cashable savings within a period specified as part of implementation plan</p>		<p>Project Board</p> <p>Project Team</p> <p>Business Support Manager</p> <p>Planning Manager</p>
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Communications

Risk ref.	Description of the risk	Current score	Target score	What management action is planned?	What are the critical success factors?	What are the key dates?	Who is responsible?
C1	The communications cannot deliver their service delivery plan and meet the expectations of management and Members due to a lack of personnel and resource	A2	C2	CE to keep under review in the context of next budget round and the development of shared services	Success cannot be measured in this case. Extra budget would ease the current workload i.e. a new member of staff	n/a	David Wareing
C2	The freelance communications officer may decide to terminate her contract at short notice	B2	C3	Due to financial restrictions there are no plans in place should the freelance support be withdrawn	In this eventuality to recruit to fill the other half of the job share	n/a	David Wareing
C3	The web/design communications officers may decide to leave	E2	F3	Exploratory meetings to discuss the possibility are currently underway	Outcome of discussions on a possible shared service	n/a	David Wareing
C4	A workable 'shared services' solution is not reached	C3	C4	Due to financial restrictions there would be no limited financial resources to fill vacant posts which would have a huge impact on the communications team ability to function as a viable service	Success cannot be measured	n/a	David Wareing

Community Development							
Risk ref.	Description of the risk	Current score	Target score	What management action is planned?	What are the critical success factors?	Key dates?	Who is responsible?
	A reduction in resources without a reduction in the expectations of the Council, customers and stakeholders.	C2	D2	Ongoing monitoring of impact of resource reductions on quality of service.	Impact of Council funding shortfall.	ongoing	Safer & Stronger communities management team.
	Ability of service to attract external funding.	D2	D3	Research and develop relationships with external funders, develop knowledge of funding available.	Capacity to develop funding bids and deliver day to day service.	Ongoing	Safer & Stronger communities management team.
	Capacity of the service team to deliver a wide range of interdependent projects / services with reduced number of staff.	C2	D2	Detailed and tight project planning.	The capacity to deal with the delivery of major projects and the development of the service. Service sickness absence levels. Staff retention levels.	Ongoing	Safer & Stronger communities management team.
	Management capacity of the Community Companies to support service development.	B2	C2	Review current position. Option appraisal for management capacity building.	Identification of capacity building options. Implementation of action plan.	Ongoing	Safer & Stronger communities management team.
	Potential failure to meet financial targets due to market forces and economic down turn.	B2	C2	Monthly performance management.	Achieve business plan targets.	Ongoing	Safer & Stronger communities
	KGV Community Asset transfer and regeneration initiative. Inability to meet targets set by funding agencies, Big Lottery, Football Foundation. Ability of CAP360 to manage and develop new facilities.	C2	D3	Detailed and focused project planning. Capacity building programmes.	Ensure communication with funding agencies. Management of project timescales. Ensure appropriate management structures are in place.	Ongoing	Safer & Stronger communities management team.

Community Safety							
Risk ref.	Description of the risk	Current score	Target score	What management action is planned?	What are the critical success factors?	What are the key dates?	Who is responsible?
	Poor relations with SWCSP risking service delivery especially access to funding	D2	E3	Development of relations with new SWCSP Project Manager to be appointed early 2008 and Partnership as a whole.	Good working relationship developed, including easy access to funding	Ongoing	Launa Walker
	Inability to attract external funding for projects	B3	C3	Development of relations with external funders, develop knowledge of funding sources available	Successful funding of projects highlighted by Partnership	Ongoing	Launa Walker
	Inability to achieve Sports England Targets	B2	C2	Complete risk management plan completed to ensure all avenues covered.	Targets attained	March 2008-December 2010	Launa Walker
	Work capacity exceeding the capabilities of Community Safety Team	B2	C2	Development of relations with internal and external partners to share workload.	Work capacity achievable	Ongoing	Launa Walker

Customer Services and Business Transformation							
Risk ref.	Description of the risk	Current score	Target score	What management action is planned?	What are the critical success factors?	What are the key dates?	Who is responsible?
EG1	Failure to deliver business improvements/stagnation		B2	C2			
EG2	Failure of ICT infrastructure to support electronic methods of working		C2	D3			

Environmental Health								
Risk No.	Description	Risk Score	Current Score	Target Score	Management Action Planned	Critical Success Factors	Key Dates	Monitoring Progress
EH1	Risk of failure to meet FSA's expected inspection target of food premises in the City	B3	C2	D3	Operate in conjunction with funds obtained from bid to FSA	100% inspection programme achieved each year	30.6.08 30.9.08 31.12.08 31.3.09	
EH2a	Ability to manage Environmental Health workload through effective use of the Ocella system	C2	D2	D2	Agreement made with Ocella to provide visits for updating and training			
EH3	Shortfall in level of service provision being delivered by Business Support – combined with imminent retirements	A2	C2	E3	Review services provided and implement any efficiency improvements identified as part of the review	Improved service request levels and increase in phone response rates	30.6.08	Weekly review of current position
EH4a	Service not yet transferred to CSC – monitor changes proposed and review ongoing success		C3	E2	Agree Action Plan and regular training proposals with the CSC Manager			
EH5	Actions taken to reduce seagull numbers will not prove effective in the short term	A3	C2	D3	Continue with Strategy commenced in 2006/07 with aim of stabilising and then reducing overall numbers	Less reported complaints and stability in total numbers of gulls counted	Early April 2008	Continue monitoring of eggs during nesting season
EH6	Ability to undertake enforcement action as provided by CN and E Act	C2	C2	D3	Ensure CNE powers in place and FPNs available for litter and other relevant offences	Publicity for actions taken. Imp to BV199 Education Campaigns	1.4.08 onwards	Review as part of Litter Campaign
EH7a	Risk of failure to meet health and safety inspection	D3	D3	D3	Continue to assess whether the balance			

	programme due to compliance with new ways of working – FIT3 – in 2007/08				of staff allocated to H & S is appropriate to deliver programme			
EH8a	Possibility of not achieving the aims of the Licensing Act 2003 – no monitoring of 4 statutory objectives	C2	C3	D3	Continue to implement, monitor and control the Review Plan against the objectives in the Plan for 2007/08			
EH9a	Reduction in public safety relating to taxis, through not delivering an effective and efficient taxi enforcement programme	C2	C3	D3	Implement, monitor and control the agreed 3 year plan for a themed enforcement programme			
EH10a	Failure to enforce the provisions of the Gambling Act 2005	C3	C3	D3	Policy approved, continue training of officers and members in relation to gambling legislation and follow proposals in Licensing Action Plan			
EH11a	Failure to implement and enforce the provisions of the Smoke Free legislation	C3	C3	D3	Agree action plan to maximise benefit and impact achieved from the funds provided – on a joint Countywide basis			

Finance							
Risk ref.	Description of the risk	Current score	Target score	What management action is planned?	What are the critical success factors?	What are the key dates?	Who is responsible ?
FS1	Insufficient management capacity in the service to deliver the improvement projects identified in the Service Plan	C2	D3	Restructure Training Workload prioritisation	Acceptable balance between leadership and doing. Improved staff perception of the value of management.	Ongoing	HFS/FSM
FS2	Insufficient capacity of the service team to deliver a wide range of day-to-day activities and the improvement projects as specified in the Service Plan.	B2	C3	BPR Improved management support and prioritisation. Team building sessions and more joint working.	Elimination of non-value added activities. Skills gaps addressed.	Ongoing	FSM/MA/PAC F
FS3	Staff morale and productivity declines as the uncertainty/certainty of shared services develops.	C3	C3	Communication. Management Support.	Retention of key staff. 'Cup half full' staff positively influence 'cup half empty' staff.	Ongoing	FSM
FS4	Dysfunctional relationships develop between Finance and Services as resource pressures increase conflict especially on 'control' v 'empowerment'.	C3	D4	More team work. Ensure financial position is clear/transparent/understood. Deliver finance training.	Positive feedback. Finance support actively sought.	Ongoing	FSM
FS5	IT infrastructure does not support Service Plan aspirations.	B2	D3	Deliver Finance systems improvements. Inform debates on resource allocation. Lobby CMT.	Robust and effective IT systems and support. Positive feedback.	Ongoing	CMT

Human Resources

Risk ref.	Description of the risk	Current score	Target score	What management action is planned?	What are the critical success factors?	What are the key dates?	Who is responsible?
P1	Lack of resources in the Personnel Training Team and the Unions	B2	C3	New HR & OD manager post created. Budget bid for extra resources.	Adequate resources, less complaints. Reduced O/T, no loss of flexitime.	31.08.2008	HPIE
P2	Lack of HR policies and procedures to guide managers.	B2	D3	Suite of HR policies and procedures being developed.	HR policies implemented.	High risk policies – May 2008, Medium risk - July 2008, Lower risk December 2008	HR & OD Manager
P3	Managers critical of service provision.	B4	C4	Regular attendance at DMT. Development of benchmark performance data to indicate performance levels and monitoring as appropriate.	Manager's satisfaction levels improved.	31.03.2009	Personnel Manager, HR & OD Manager
P4	Lack of capacity / capability of managers which leads to last minute requests / management issues and dependent on HR to resolve.	B2	B3	Training of managers in specific HR issues. Better planning by managers – deadlines respected, process review to cut out unnecessary processes.	Manager's capability in dealing with HR issues improved, making them more independent. Business Process Review conducted, deadlines set as appropriate.	Ongoing Ongoing	Personnel Manager HR & OD Manager

Internal Audit

Risk ref.	Description of the risk	Current score	Target score	What management action is planned?	What are the critical success factors?	What are the key dates?	Who is responsible?
IA01	Failure to win / retain current level of external work	C2	D2	Monitor and review contracts. Liaise with external clients. Gain longer term contracts	Retention of current external contracts	Quarterly reports to Audit Committee.	CIA, Audit Managers and IA Section.
IA02	Failure to deliver WCC annual audit plan. Failure to deliver Authority A annual audit plan.	C3	D3	Audit planning process. Monitoring performance of IA Section in accordance with audit plans.	The audit plans will be achieved	Quarterly reports to Audit Committee.	CIA, Audit Managers and IA Section.
IA03	Failure to deliver external contracts thus failing to achieve annual income target	C2	D2	Audit planning process. Monitoring performance of IA Section in accordance with audit plans	The income target will be met	Monthly budget monitoring. Quarterly reports to Audit Committee.	CIA, Audit Managers and IA Section.
IA04	Failure to keep the IA Section fully staffed with at least its current level of expertise	C2	D2	On-going training. Replace employees that leave immediately so that there is no reduction in level of service	The IA Section maintains its level of expertise	On-going	CIA, Audit Managers and IA Section.

Information Technology							
Risk ref.	Description of the risk	Current score	Target score	What management action is planned?	What are the critical success factors?	What are the key dates?	Who is responsible?
	Major failure of all/large number of systems due to ERDM integration.	C1	D3	- Tighter project controls (esp. dependencies) needed to reduce risk. - Assign Project Manager if appointed. - Deliver through middleware solution to mitigate risk	No failure	Rollout of ERDM	
	Market forces supplement ceases leading to staff shortages (Two developers left when JE introduced. These staff have highly transferable and desirable skills.)	B2	E3		Continuation of market forces	Mar 2007	
	Anti-virus software will no longer be updated for Windows 95/98 PCs (Risk gradually increases as software becomes more out-of-date)	D1	D4	PC replacement underway. Should be completed by Summer 2007.	Windows 95/98 PCs replaced.	Aug 2007	
	Cheque Printer fails.	B2	D3	Use of laser printers to replace existing printer. Controls will need reviewing	Printer replaced	None	
	Failure to deliver business improvements/stagnation	B2	C2				
	Failure of ICT infrastructure to support electronic methods of working	C2	D3				

Legal and Democratic Services							
Risk ref.	Description of the risk	Current score	Target score	What management action is planned?	What are the critical success factors?	What are the key dates?	Who is responsible?
LDS1	Insufficient staff in Legal Services to deal with major new projects/staff absences	D3	D3	Access to external advice when required	Sufficient budget	Variable	Head of Governance and Corporate Support and Legal and Democratic Services Manager
LDS2	Ballot papers not printed in time for May 2008 election	D3	D3	Early liaison with the printers	Reliability of the printers	As per statutory timetable	Returning Officer Electoral Services Officer
LDS3	Polling Station not available on election day	E3	E3	Temporary alternative methods of provision need to be identified for each election	Availability of temporary facilities	Election Dates	Returning Officer Electoral Services Officer
LDS4	Inability to produce Committee agendas in time to meet statutory requirements for publication	D3	D3	A list of agenda deadlines is published specifying dates by which reports are required to be submitted to Committee Admin	Compliance with deadlines by report writers	As specified on the list	Principal Committee Administrator

Museums, Arts and Heritage							
Risk ref.	Description of the risk	Current score	Target score	What management action is planned?	What are the critical success factors?	Key dates?	Who is responsible?
	Failure to meet new Accreditation standard	C2	D2	Ensure sufficient resources are devoted to preparation of policy and procedures.	Award of full Accreditation	Application submitted July 2008	
	Capacity to manage a large number of interdependent projects; lack of cover for individual officers	B2	C3	Ensure constant review of planning arrangements	Numbers of staff vacancies. Projects delivered to time, cost and quality targets	Ongoing	
	Failure to achieve income and visitor number targets in competitive environment	C2	C2	Use external marketing expertise Develop shared approach to City Heritage marketing with other museums and Visit Worcester	Achievement of targets for visitor numbers	2008-09	
	Risk of fire or flooding on museum premises	D1	D1	Ensure disaster plan is working to optimum levels across City Council	Prevention of collections/buildings damage	Ongoing	
	Insufficient resources and skills for website development	B2	C3	Include skills assessment in staff appraisals. Assess funding required for redesign. Work with University digital arts department to develop specifications.		2008-09 See service plan	
	Failure to secure long term partnership agreement with other local authority services	C2	C3	Appropriate project management to anticipate barriers to progress. Develop alternative strategies	Development of management arrangements to ensure sustainability	By October 2008	
	Changes to the National Curriculum could affect school attendance	B2	B3	Maintain close links with teachers and LEA staff. Monitor proposed changes to Curriculum. Retain flexibility in design of displays and interpretation	Ability to amend services promptly to ensure school use is not adversely affected for long periods.	Ongoing	

Operational Services							
Risk ref.	Description of the risk	Current score	Target score	What management action is planned?	What are the critical success factors?	Key dates?	Who is responsible?
OS1	Too few employees involved in too many issues.	B2	C3	This service plan to prioritise work to be adhered to. Service review with Parks to be carried out by HCGC.	Review of management structure. Combining service delivery.	Apr-Jun 08	HCGC / OM / PCM
OS4	Review of basis of Cleansing Operations will not deliver improvements to standard of service.	C2	D3	Continue and review trials. Look at enforcement and education.	Improvements to NI195. School visits and FPNs. Agreed plan of action.	During 08/09	Portfolio Holder / Cabinet / OM / AOM
OS5	Increasing workload to refuse and cleansing services arising from additional properties and regeneration will stretch services beyond limit of available resources.	B2	C3	Combining of services. Re-planning of rounds to increase productivity. Prioritise work requests to maximise efficiencies.	Need to provide refuse collection service to all properties and cleansing service to all adopted streets. Cover all peak and holiday periods.	Ongoing	HCGC / OM / TSM
OS6	Potential of increased level of accidents associated with types of operation and resources available to devote to health and safety issue. H&S plan in section 6.	C2	C3	Training for new and existing employees on key areas. See HSE report. 'Expert help' being employed.	Employees trained to agreed levels. HSE action plan to be implemented.	Ongoing	HCGC / OM
OS7	Overall level of support services provided by Business Support is not sufficient to enable all objectives to be delivered.	B2	C3	Examine level of cover as part of review of OSD management structure. Transfer further duties to BS.	Enough resource to support all service areas 5 days/week every week. Absence cover in offices. Cover for transport admin.	Ongoing	Business Support / HCGC / OM
OS8	The refuse service is at risk from failure to complete the day's workload due to too high reliance on one vehicle performing changeovers to keep each crew operational.	B2	D3	Re-plan all refuse routes so that each round is not reliant on assistance to complete the day's workload.	Sufficient existing capacity within service. Number of new properties to be serviced.	Implement in 09/10.	OM / AOM / TSM

OS9	Asset management of wheelie bins and customer expectation to resolve bin problems is beyond resource of service area.	B2	C3	Review of resources to create a man + vehicle to service bins.	Enough capacity within service area.	Ongoing	HCGC / OM
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Parks and Open Spaces

Risk No.	Description	Risk Score	Current Score	Target Score	Management Action Planned	Critical Success Factors	Key Dates	Who is responsible?
PK1	Failure of Worcester in Bloom or internal financial pressures result in cuts to the horticultural and flower displays.	B2	C2	E2	Prepare business plan for Worcester in Bloom	Income stream is protected	1/4/2008	
PK2	High standard of park maintenance required for parks is not achieved.	B2	C2	E4	Implement Down To Earth and resource accordingly	Availability of sufficient staff	1/4/2008	
PK6a	The higher standard of maintenance required for the riverside and in particular the new developments, not achieved.	D2	D3	E4	Review of resources and operations planned	Effective prioritisation of resources	Ongoing	
PK7a	Failure to successfully implement Children's Play Ground Refurbishment Programme	C2	D2	E3	Plan is prepared to prioritiserefurbishments, and limit problems if delays occur	Work is tendered annually		
PK8a	Cuts to the park warden service as a result of financial pressures result in a reduced presence in the parks and more anti social behaviour.	C2	D2	E3	Demonstrate value of the service	Falling anti social behaviour	Ongoing	
PK9a	Failure to engage effectively with the friends groups results in them becoming pressure groups.	C3	E3	F4	Allocate management time and resources to working with the friends groups	Achieving actions agreed with the friends	Ongoing	
PK10a	A lack of management time results in the collapse of key partnerships, with organisations like the Duckworth Worcestershire Trust	C3	E3	F4	Allocate management time and resources to partnerships	Maintain regular monitoring or partnerships	Ongoing	

PK3	Memorial Safety Programme is not completed and an accident occurs	B2	C2	E3	Maintain resources to ensure works are completed	Availability of resources	Ongoing	
PK4	New developments and subsequent adoption of land put pressure on existing resources	B2	C2	E3	Work with Head of Urban Environment to forecast demand for service	Accurate forecasts of increase in workload	Ongoing	
PK11a	Relocation of parks services to satellite depots affects performance	B2	D2	E3	Prepare project plan and manage process	Building works completed on time	Ongoing	
PK12a	Unsuccessful implementation of litter/dog fouling enforcement in parks and on open spaces	C2	D3	E4	Arrange training of employees	Trained staff and legislation	Ongoing	
PK13a	Failure to develop management plans for each of the main parks results in poor communication of actions and targets.	C2	D2	E4	Commit to a work programme	Management time	Ongoing	
PK14a	The allotment strategy is dated and needs updating, failure to complete a review results in a lack of vision and direction for the service.	C2	D2	E4	Commit to a work programme	Management time	Ongoing	
PK15a	Failure to secure 'Green Flag' will not increase levels of Customer Satisfaction	C2	D2	E4	Submit bid on time	Co Operation amongst stakeholders	Ongoing	
PK5	The Mercury Emissions legislation is not complied with.	D1	D1	F4	Working with Property Services Manager to plan works required to achieve compliance	Budget and engineering solution	Ongoing	
PK16a	Lack of financial management information arising from the introduction of the new corporate MIS and causing financial problems	C2	D3	E4	Work with treasurers to ensure smooth transition	Communications	Ongoing	
PK17a	Collapse of income from loss of external contracts	C2	D3	E4	Develop a business plan and strong products to attract sponsors	Management time and sales skills	Ongoing	

Planning							
Risk ref.	Description of the risk	Current score	Target score	What management action is planned?	What are the critical success factors?	What are the key dates?	Who is responsible?
Pg1	Job Evaluation – Impact on Building Control.	A1	D3	Review of market supplements.	Continuation of market supplements within budget.	Resolution of outstanding matters well before 31 March 2010	Cabinet
Pg2	E-enablement of Planning and B.C. Services (related issues – GIS, Ocella, Fee payments on-line, Electronic Document Management)	C2	D3	Subject of Planning Service Plan; Subject of Business Process Review; Corporate review of Ocella; Corporate review of implementation of EDRM. E-Govt Performance Management Meeting.	Delivery of Ocella review; Parsol requirements for online submission, LDF delivery & website; Performance improvement against national indicators Online BC submission; Review of future of microfiche; Decision on back-scanning; Decision on EDRM.	Process review March 2007; E-Govt PMM / Cabinet decision on capital implications summer 2007.	Process Review Project Board; CMT.
Pg3	District/County Council collaboration breaks down.	C2	D3	Monitor via KPMG Blueprint; Quarterly office steering group; Quarterly members steering group.	Delivery of Riverside, Cathedral Square, highway infrastructure, public transport, and library capital projects. Delivery of joint working on projects (highway trees). Consensus on land assembly issues.	Establishment of Master Plan April 2008. Review dates of individual projects.	Review Blueprint; Quarterly steering group meetings; Regular KPG updates.
Pg4	The Council may fail to, or be	C2	D2	Monitor via KPG,UCW WP	Disposal/relocation of	Outline	Regular KPG

	unable to, manage the development opportunities from the opening of the University and library effectively.			and Cab/CMT interface. Project team established for PFI bidders.	depot. Provision of a new library including relocated CSC. Completion of new campus	permission granted. Reserved matters to be submitted 2009. PFI contract in place by July 2008.	update; WP involving CE.
Pg5	South Worcestershire Joint Advisory Panel collaboration breaks down	C2	D3	Monthly JAP steering group meeting; Monthly JAP members meeting; Recommendations to the districts as required; Review by officers/ members of timetable and budget.	Delivery of Joint Core Strategy on time, on budget, with robust evidence base (sound), with consensus across South Worcs.	Critical path identified in LDF & JAP timetables.	Monthly steering group & JAP monitoring; Monthly UETM monitoring; Regular KPG update.
Pg6	Planning application fee income continues below budget	C3	D3	Alert Finance/ KPG at regular monitoring. Outside control. Review of alternative income source.	Meeting annual budget target.	Monthly review; Year end review	Monthly at UETM; Regularly at KPG
Pg7	Development Control National Indicator performance declines	C3	D3	On-going monitoring, priority given to NI 157 Workload re-allocated if necessary; Other work made lower priority when necessary.	NI 157 BVPI's; Parsol requirements; Receipt of PDG	On-going due to Parsol and PDG requirements.	Reviewed weekly by Planning Manager; Monthly by PTLM; Regularly by KPG; Quarterly by Planning Committee.
Pg8	Local Development Framework not achieved	B2	D3	Review of LDF Feb 2008 to be subject of robust	Achievement of 75% of LDF milestones	Ongoing monitoring.	Reviewed monthly by

				assessment. Linked to Joint Core Strategy. Liaison with internal/ external partners to achieve deadlines. Prioritise workload at key times.		Dec 2008 (Annual Monitoring Report)	PTLM, regularly by KPG, Quarterly by LDF Working Party, AMR to GO-WM.
Pg9	Development Plan Documents deemed unsound at EiP	B1	E4	Liaison with GO-WM before submission; Robust evidence gathering before submission but late intervention by Planning Committee / Cabinet has resulted into DPD's vulnerable to challenge. History of similar issues across the country. If unsound, need to start from scratch.	DPD's accepted by Planning Inspectorate after EiP	As per LDS	Liaison with PINS / GOWM ongoing. Budget review at KPG if unsuccessful.

Policy and Performance							
Risk ref.	Description of the risk	Current score	Target score	What management action is planned?	What are the critical success factors?	What are the key dates?	Who is responsible?
PP1	Worcester Alliance does not deliver community strategy action plan	B3	D3	Support of Worcester Alliance Management Board and Forum	Performance Management system in place	Ongoing	James Sommerville
PP2	Worcester Alliance does not fully engage in the LAA process	B3	D3	Support of Worcester Alliance Management Board and Forum	Alliance has responsibility for some LAA outcomes	LAA action plan agreed from Jun 07	James Sommerville
PP3	Worcester City Council does not fully engage in the LAA process	C3	D3	Support Cabinet, CMT and service managers	Council as a whole takes responsibility for some LAA actions	LAA action plan agreed from Jun 07	James Sommerville
PP4	Corporate Plan is not fit for purpose	C2	D3	Support Cabinet, CMT and service managers	CMT/Cabinet develop a clear vision and intention for the council	Plan to be agreed by March each year	James Sommerville
PP5	Consultation Strategy is not delivered on time	C4	D4	Support personnel officer and consultant	Consultant secured to undertake work	Delivery date TBC	James Sommerville
PP6	Climate Change Pledge actions are not successfully met	A3	C3	Coordinate actions of various relevant managers	Climate change becomes a corporate priority	Ongoing	James Sommerville
PP7	Continuing lack of capacity impacts on the team's delivery of its objectives.	C2	D3	Provision of effective support by recruitment or secondment	Capacity increased	Ongoing	Carol Brown
PP8	Overlooking and not implementing key requirements on the National Performance agenda	C3	D3	A consistent process for monitoring national developments and dissemination of information to service management.	Early warning of changes proposed by Government so we can take advantage of consultation opportunities and have time to implement appropriate changes.	Ongoing	P&P Team

Procurement

Risk ref.	Description of the risk	Current score	Target score	What management action is planned?	What are the critical success factors?	What are the key dates?	Who is responsible?
1	Strategy and code of practise not fit for purpose	C	E	Review underway	Use of strategy	Dec 08	HPIE PSM
2	Department do not comply with regulation	B/C	E	1) Possible mandate 2) Training Underway	Use of contracts Savings	March 09 March 09	CMT HPIE
3	Department do not take up training	D	E	Attractive training programme	All employees involved in procuring services do so effectively and efficiently	Dec 08	PSM Consultant

Property Services

Risk ref.	Description of the risk	Current score	Target score	What management action is planned?	What are the critical success factors?	What are the key dates?	Who is responsible?
P1	Insufficient capacity in the service to deliver the improvement plan and projects identified in the Service Plan	B2	D3	Develop shared service provision of skilled property workers through County wide skills matrix Workload prioritisation	Shared Service skills matrix and agreements	Ongoing	CMT – HGCS Property Managers
P2	Failure of strategic Review of Properties to identify and deliver sufficient efficiencies and savings through disposals and other measures	B2	C3	6 month Strategic review of City properties. Identify properties for sharing with County, Malvern and or Wychavon.	Review is completed on time and delivers savings	October 2008	Review Project Board and Project Team. Shared Service team.
P3	Uncertainty of Shared Services in property provision causes decline in staff morale	C2	D3	Management support in change process	Contractural and defined shared service proposals	Ongoing ASAP	CMT - HGCS Property Managers
P4	Insufficient capacity to deliver new property Database effectively within e-gov project	C2	D2	Worload prioritisation	Database and interfaces with other council software for all property teams	October 2008	Property Managers
P5	Insufficient capacity to maximise returns from the councils investment portfolio	B2	C3	Workload prioritisation.	Maintain high levels of income	Ongoing	Estates Manager CMT - HGCS
P6	Inability to fully maintain premises and enable service delivery.	C2	D3	Bid for sufficient funds in 2009/2010 budget applications.	Adequate funds to carry out works to re-instate pre-budget cut standards to buildings.	Dec 2008	Maintenance Manager, CMT - Finance

Revenues and Benefits							
Risk ref.	Description of the risk	Current score	Target score	What management action is planned?	What are the critical success factors?	What are the key dates?	Who is responsible?
FS1	The need for ongoing support and maintenance by IT of key Revenues and Benefits (R&B) systems.	D2	D3	Now below tolerance line Shared Service now provides additional backup, and aiming for one system for the Shared Service	Software operating successfully	On delivery of software releases and fixes	Shared Service
FS2	Insufficient professional and skilled employees available in R&B and training capacity limited.	D3	D3	Now below tolerance line ; shared service now mitigates this.	Vacancies managed in normal course of events	Monthly monitoring	Shared Service
FS3	Financial impact on Council of any problems with revenue collection (£70m) and benefit subsidy (£22m) due to implementation of Shared Services	D3	D3	Now below tolerance line ; shared service now mitigates this, and PI's have continued to improve	PI's improving	Quarterly financial monitoring reports	Shared Service
FS4	Impact of risks identified in Shared Services implementation plan	D2	D3	Now below the tolerance line ; Replaced by shared service risks below	Implementation plan on course	Weekly /monthly monitoring	Shared Service
FS5	Business continuity disruption from the IT and business process changes	B2	D3	Project Manager employed by Shared Service Project plan in place	No dip in performance during change programme	Monthly reporting to project board	Shared Service
FS6	The Shared Service cannot deliver improvement and cost savings	D4 D3	E2	Business change resources provided, and external challenge being employed	Service improvements and cost savings delivered on time	Monthly reporting to project board	Shared Service
FS7	The Hub is unable to provide the front end service to customers	C2	E2	Additional 9 Hub staff to be employed and business changes to the Hub – back office interface	Back office do not need to deal with customers directly, and no disruption to processes	Monthly reporting to project board	Shared Service

Sports and Recreation							
Risk ref.	Description of the risk	Current score	Target score	What management action is planned?	What are the critical success factors?	What are the key dates?	Who is responsible?
	A reduction in resources without a reduction in the expectations of the Council, customers and stakeholders.	C2	D2	Ongoing monitoring of impact of resource reductions on quality of service.	Impact of Council funding shortfall.	ongoing	Safer & Stronger communities management team.
	Ability of service to attract external funding.	D2	D3	Research and develop relationships with external funders, develop knowledge of funding available.	Capacity to develop funding bids and deliver day to day service.	Ongoing	Safer & Stronger communities management team.
	Capacity of the service team to deliver a wide range of interdependent projects / services with reduced number of staff.	C2	D2	Detailed and tight project planning.	The capacity to deal with the delivery of major projects and the development of the service. Service sickness absence levels. Staff retention levels.	Ongoing	Safer & Stronger communities management team.
	Inability to maintain market share due to site capacity issues relating to car parking etc which could have a detrimental impact on income generation	B2	D2	Review of options available to be undertaken in conjunction with site partners.	The ability to increase capacity and attract a larger share of the market.	Ongoing	Safer & Stronger communities management team.
	Potential failure to meet financial targets due to market forces and economic down turn.	B2	C2	Monthly performance management.	Achieve business plan targets.	Ongoing	Safer & Stronger communities
	KGV Community Asset transfer and regeneration initiative. Inability to meet targets set by funding agencies, Big Lottery, Football Foundation. Ability of CAP360 to manage and develop new facilities.	C2	D3	Detailed and focused project planning. Capacity building programmes.	Ensure communication with funding agencies. Management of project timescales. Ensure appropriate management structures are in place.	Ongoing	Safer & Stronger communities management team.

Strategic Housing

Risk ref.	Description of the risk	Current score	Target score	What management action is planned?	What are the critical success factors?	Key dates?	Who is responsible?
	Assess local housing needs and understand the local housing market	C3	B2	Annual update of housing market need and other pieces of specific research. Production of a sub regional housing strategy	Sub Regional Seminar April 08		Nina Warrington
	Develop effective partnerships to increase supply of affordable housing			Sub regional working RSL Joint Commissioning partners Monitoring of targets to deliver affordable housing	Quarterly monitoring of progress @ SHMAP		Nina Warrington
	Prevent and minimise homelessness	B2	B3	Monitoring of the P1E Homelessness statistics Continue to support prevention mechanisms Monitoring temp accom reduction plan	Reduce Temp accom numbers to 60 by March 2009		Nina Warrington
	Improve conditions in the private sector	B2	B2	Rewrite of the Private Sector Renewal Strategy Development of an HMO Strategy Monitor implementation of the Fuel Poverty Strategy Continue to monitor the licensing of HMO's and HHSRS inspections	Quarterly monitoring of progress		Kate Bailey
	Enable people to live independently in their own homes	C1	C2	To monitor the private sector grant spend	Quarterly monitoring of progress		Kate Bailey
	To deliver housing services in a fair and equitable way	B3	C1	To implement the Equality and Diversity Action Plan To monitor the achievement of the Equality Standards	Quarterly monitoring of progress		Nina Warrington

Transportation

Risk ref.	Description of the risk	Current score	Target score	What management action is planned?	What are the critical success factors?	What are the key dates?	Who is responsible?
	Maintenance and retention of appropriate resources to maintain and improve performance.	C2	D2	Monthly Team meetings. Robust monitoring and appropriate action to be taken regarding sickness reviews.	To continue to deliver a profitable service.	Ongoing	Service Manager All Team Leaders Parking Enforcement Team Leader
	Technology failure	A1	C3	Implementation of a new HHC and back office Parking Enforcement System. Rigorous contract management and enforcements.	To continue to deliver the service.	Spring 08	Service Manager All Team Leaders Technical Team Leader.
	The service area may fail to capture or choose to ignore some of the opportunities provided by new legislation.	B2	C3	To keep under constant observation and review all aspects of the Traffic Management Act 2004 and any other subsequent supporting legislation.	Implementation by the County Council as Highway Authority to establish traffic priority measures which require enforcement activity by the City Council.	Ongoing from Oct 08	Service Manager County Council Cabinet H&S Appropriate funding streams
	Refurbishment of lifts put back to 2010. People may get locked in.	B2	B2	Continue with regular servicing	Customer satisfaction	Ongoing	Property Services