

# Risks

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Likelihood	A				
	B				
	C				
	D				
	E				
	F				
		IV	III	II	I
	Impact				






*Risk: AI – Highest Risk*




*Flv – Lowest Risk*

Risk Code	Risk Title	Head of Service	Original Impact Description	Original Likelihood Description	Current Impact Description	Current Likelihood Description	Traffic Light Graphic	Notes
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Risk Status	
	OK
	Warning
	Alert
	Unknown

Parent Risk Title: **Community Partnerships**

Risk Code	Risk Title	Head of Service	Original Impact Description	Original Likelihood Description	Current Impact Description	Current Likelihood Description	Traffic Light Graphic	Notes
CPR1	1. LSP does not maintain amber green or improve	Iiona Snow-Miller	Marginal	Significant	Negligible	Almost impossible		23/08/2006 LSP Achieved Green in October 2007
CPR2	2. Community Strategy is not refreshed to become Sustainable CS	Iiona Snow-Miller	Marginal	Significant	Negligible	Almost impossible		23/08/2006 LSP Received green status October 2006
CPR3	3. Community Network do not engage with Involvement and Engagement Strategy	Iiona Snow-Miller			Negligible	Almost impossible		23/08/2006 CI&ES written by CN and approved by Cabinet Nov 2006
CPR4	Senior management team and staff do not engage with CI&ES	Iiona Snow-Miller	Marginal	Very High	Marginal	Very High		23/08/2006 SMT Development Session in January and consultation champions agreed
CPR5	4. Community Cohesion action plan not delivered against	Iiona Snow-Miller	Critical	High	Critical	Significant		23/08/2006 Delivery monitored


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CPR6	5. RLT performance	Iiona Snow-Miller	Negligible	High	Negligible	High		
CPR7	6. LSP does not deliver against delivery plan targets	Iiona Snow-Miller	Marginal	Significant	Critical	Low		23/08/2006 LSP delivery plan on target
CPR8	7. Hard to reach groups do not engage	Iiona Snow-Miller	Marginal	Significant	Marginal	Significant		

Parent Risk Title: **Customer Services & e-Government**



Risk Code	Risk Title	Head of Service	Original Impact Description	Original Likelihood Description	Current Impact Description	Current Likelihood Description	Traffic Light Graphic	Notes
CSR3a	Council fails to meet customer service expectations	Andrew Buckle	Catastrophic	Significant	Catastrophic	Very Low		09/03/2007 Customer Service Satisfaction Surveys show improvement in customer experience
CSR3b	Delay in developing further business process mapping to extend the scope of services in the One Stop Shop including the development of FAQ's & scripting	Andrew Buckle	Marginal	High	Marginal	Low		09/03/2007 This has been delayed due to the Shared Service Contact Centre Partnership changing the Customer Relationship Management systems. We have just purchased Casewise case management system to assist with the process mapping.
CSR6a	Lowest tenders for the Customer Contact Project are higher than expected	Andrew Buckle	Catastrophic	Very High	Negligible	Almost impossible		09/03/2007 Tender process complete and Capita awarded the contract no longer applicable.
CSR6b	Technical difficulties introducing the new call centre operation	Andrew Buckle	Critical	Very High	Negligible	Almost impossible		09/03/2007 Coventry Contact Centre has been in operation for 6 months and there are no technical problems.

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CSR6c	Benefit Service backlog is not cleared before the service is outsourced	Andrew Buckle	Critical	Significant	Negligible	Almost impossible		09/03/2007 Benefits Service successfully transferred to Capita with no backlog of claims to be processed.
CSR6d	Customer confusion about responsibility for 'Council' housing once Green Vale homes is established	Andrew Buckle	Marginal	Significant	Marginal	Very Low		09/03/2007 RBC and Greenvale have actively promoted through all access channels the different responsibilities for each partner. Greenvale have 2 FTE's permanently based in RBC's One Stop Shop and have access to the Revenues & Benefits system. In addition RBC has setup regular liaison meetings between Greenvale and Capita.
CSR6e	Client Team – If not fully trained will not be able to successfully manage the performance of the Contractor	Andrew Buckle	Critical	Very High	Negligible	Almost impossible		09/03/2007 Training of the Service Assurance Team has been completed and the contract has been up and running for 6 months. Further training has been planned for the future.
CSR7a	(i) Technical difficulties creating an up to date Local Land and Property Gazetteer (LLPG) linked to the National Land and Property Gazetteer (NLPG) Hub and difficulties integrating with Customer Relationship Management systems and corporate address file.	Andrew Buckle	Critical	High	Negligible	Almost impossible		09/03/2007 LLPG is now created and we have achieved status 1 in sending regular updates to the NLPG hub.
CSR7b	Contractual difficulties with external ICT suppliers undermine key improvement processes	Andrew Buckle	Critical	High	Catastrophic	Very High		09/03/2007 RBC has managed to reduce the financial impact on the Council by deleting various variation orders that are no longer required. However, weaknesses in the ICT contractual framework represents a major risk to RBC in terms of both cost and service delivery.





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CSR7c	Technical difficulties implementing DIP system and integration with CRM system used in OSS and Telephone Contact Centre	Andrew Buckle			Negligible	Almost impossible		09/03/2007 EDRMS has been implemented in the One Stop Shop, Coventry Contact Centre so this is no longer a risk
CSR7d	Slow progress with business process re-engineering jeopardises 100% target for BVPI157 (electronic delivery of services) and ability to meet all 'Good' Priority Outcomes set by Central Government.	Andrew Buckle	Critical	Low	Negligible	Almost impossible		09/03/2007 100% BVPI157 met by December 2005. Good progress was made on all required and good priority outcomes.
CSR7e	Technical difficulties with electronic data capture exercise for Land Charges and or slow progress with data capture process means we cannot integrate with the National Land Information System (NILS) at level 3.	Andrew Buckle	Critical	High	Negligible	Almost impossible		09/03/2007 We have implemented the latest version of Swift and the application now sits on a new server. A connection has been made with the NLIS hub and we are waiting to send our first electronic submission.
CSR7f	Server problems cause the Land charges system to not operate	Andrew Buckle	Critical	High	Negligible	Almost impossible		09/03/2007 New server purchased and in operation no longer a risk.
CSR8a	Communications Strategy fails to deliver improved image for both the Council and Borough across a range of stakeholders	Andrew Buckle	Critical	Significant	Critical	Very Low		09/03/2007 We have signed up to the local reputation campaign in Jan 2007, in addition to mitigate this risk we have been producing trade press releases, newsletters and have appeared in the national media such as Government IT magazine.
CSR8b	Incorrect usage of the Council's new branding	Andrew Buckle	Critical	Significant	Marginal	Low		09/03/2007 New brand has been developed and is managed centrally but this remains a risk.

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CSR9	Revenues & Benefits - strategic partnership working	Andrew Buckle	Catastrophic	Significant	Marginal	Very Low		09/03/2007 RBC has set up a governance structure to oversee the operational and strategic elements of the Capita Contract. Regular liaisons have been setup at all levels. A governance paper has been developed see attached documents.



Parent Risk Title: **Economic Regeneration**

Risk Code	Risk Title	Head of Service	Original Impact Description	Original Likelihood Description	Current Impact Description	Current Likelihood Description	Traffic Light Graphic	Notes
ESR02	1.2 Sale of assets are not realised to securing capital receipts to fund accommodation activity	Jon Sharples	Critical	High	Critical	Significant		09/03/2007 Capital Strategy & AMP approved. MTF5 indicates potential surplus over next 3 years
ESR03	1.3 Valley Centre project does not go ahead	Jon Sharples	Critical	Significant	Critical	Significant		09/03/2007 Valley centre project. A significant progress has been made over the last six months with the design of the New Valley Centre. This has been in part due to the benefits of a CABE design review. The developer has held a second round of pre-application public consultation which has had a favourable outcome in terms of public support for the scheme. A detailed planning application for the new development is scheduled to be made on 16 <sup>th</sup> March 2007. The Council has appointed Donaldson's as specialised town centre redevelopment consultants. Discussions and negotiations are on going involving Donaldsons with CNC the developer. Work is continuing in the preparation of a





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ESR04	EOI cannot be taken forward into building agreements	Jon Sharples	Marginal	Significant	Marginal	Low		development agreement. It has anticipated that the outcome of the planning application and proving the financial viability of the scheme will be completed by summer 2007  09/03/2007 Futures Park. Expressions of interest have been taken forward and it is anticipated that building agreements will be signed in respect of three of the development plots by the end of April 2007 with works commencing on site by August 2007.
ESR05	Overspend on Futures Park remediation works	Jon Sharples	Catastrophic	Low	Critical	Very Low		09/03/2007 There as been no overspend on Futures Park remediation works
ESR07	Funding reduction within HMR does not cover project costs.	Jon Sharples	Critical	Very Low	Critical	Almost impossible		09/03/2007 HMR programme. HMR funding has been confirmed at the level required to support the approved programme
ESR09	External funding bid targets are overspent and outputs not achieved	Jon Sharples	Catastrophic	Low	Catastrophic	Low		09/03/2007 External funding targets have not been overspent. However one external funding stream has been suspended due to an inability to achieve spend and outputs. Other funding streams remain available but not secured due to the need to prepare and submit suitable bids.
ESR1	1.1 Bus station is not a viable project – i.e. project costs are above £5m	Jon Sharples	Critical	High	Critical	High		09/03/2007 Discussions and negotiations are on going with the County Council and Rossendale Transport Limited for the relocation of the bus depot to an alternative site which as been identified elsewhere to be followed by redevelopment of the current bus station and depot site as a new bus interchange. Sufficient funding as not yet been identified to meet the cost of the scheme. Scheme design is progressing and it is hoped that a planning application for the bus interchange can be submitted later this year.

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ESR10	Decriminalising of car parks does not progress to extend enforcement to off street parking – anticipated revenue is not realised	Jon Sharples	Critical	High	Critical	Low		13/03/2007 Budget revenues are being met, with lower enforcement costs than originally anticipated.
ESR11	Improvement programme to car parks does not happen – car parks deteriorate and insurance claims increase	Jon Sharples	Critical	High	Critical	Low		09/03/2007 Initial 5 year capital programme commenced 06/07 @ £35kpa
ESR12	Individual targets are not effectively managed	Jon Sharples	Catastrophic	Low	Catastrophic	Very Low		09/03/2007 One to one meetings are happening on monthly basis supplemented by monthly service area meetings.
ESR15	Customer service PI's not embedded across all services	Jon Sharples	Catastrophic	Significant	Critical	Low		09/03/2007 ER unit is adhering to Customer Service PI's


Parent Risk Title: **Finance**








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FSR1	Accommodation Strategy – not realising capital receipts	Phil Seddon	Critical	Low	Critical	Low		13/03/2007 Pressure remains as previously reported on general fund property receipts, though GVH have now confirmed payments in excess of budget
FSR2	SS&L Strategic Partnership – not realised due to financial	Phil Seddon	Negligible	Low	Marginal	Low		02/02/2007 As previously reported - No movement



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	constraints							
FSR3	Inadequate Internal Control	Phil Seddon	Critical	Significant	Critical	Significant		02/02/2007 Still need to demonstrate improvements and action recent IA reports (Debtors, Creditors & Payroll)
FSR4	Capital Strategy & AMP - not fit for purpose	Phil Seddon	Critical	Very Low	Critical	Very Low		02/02/2007 CS "good", Amp to Cabinet in Jan 07, awaiting QA from GONW
FSR5	Risk Management – not embedded throughout the organisation	Phil Seddon	Critical	Significant	Critical	Low		02/02/2007 Evidence of an organisation taking a more proactive approach in this matter: CIP, B Plans, Ctte reports, Covalent. As with performance & financial management needs to become part of the day job for all.
FSR6	Data Quality- policies to ensure data quality is rigorously implemented	Phil Seddon	Marginal	Low	Marginal	Low		02/02/2007 Creditors IA report did raise some issues with the calculation of BVPI 8. Agreed to back track over the period - this was however a default setting inherited from the suppliers.

Parent Risk Title: **Human Resources**






Risk Code	Risk Title	Head of Service	Original Impact Description	Original Likelihood Description	Current Impact Description	Current Likelihood Description	Traffic Light Graphic	Notes
HRR1	Financial Management Resources identified to deliver the change programme not sufficient – over spend	Liz Murphy	Marginal	Low	Marginal	Very Low		12/03/2007 Robust MTFS in place identifying the key areas for investment. The need for revenue savings identified over the medium term.





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HRR1.1	Business Continuity	Liz Murphy	Marginal	Low	Marginal	Low		12/03/2007 D Rigby currently leading on behalf of the Council
HRR2	Human Resources Capacity	Liz Murphy	Catastrophic	Significant	Catastrophic	Low		12/03/2007 Under constant review in line with the changing organisation
HRR3	Litigation	Liz Murphy	Catastrophic	Very Low	Catastrophic	Very Low		12/03/2007 No material issues. EL cover in place
HRR4	Industrial relations and Staff Morale	Liz Murphy	Critical	High	Critical	Low		12/03/2007 Recent staff survey shows significant increase in the level of satisfaction
HRR5	Training and Development Staff fail to attend training	Liz Murphy	Marginal	High	Marginal	Low		12/03/2007 Not a significant issue - outputs of the training however now being assessed
HRR6	Productive Time	Liz Murphy	Critical	Significant	Critical	Very Low		12/03/2007 Evidence of a significant improvement in staff absence.
HRR7	Performance Management Development Reviews not completed Performance Mgt Information not completed	Liz Murphy	Critical	Very Low	Critical	Very Low		12/03/2007 Regular 121's taking place across the organisation. Annual PDR's expected over next quarter.

Parent Risk Title: **Legal & Democratic Services**


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Risk Code	Risk Title	Head of Service	Original Impact Description	Original Likelihood Description	Current Impact Description	Current Likelihood Description	Traffic Light Graphic	Notes
LDSR01	Ensure legality of all Council's operations	Linda Fisher	Negligible	Low	Negligible	Low		
LDSR02	Financial management	Linda Fisher	Critical	Very Low	Critical	Very Low		08/03/2007 -Legal and Democratic Services have held monthly budget meeting with Service Accountant on 23/02/07
LDSR03	Implementation of member development strategy	Linda Fisher	Marginal	Low	Negligible	Almost impossible		08/03/2007 Member Development Strategy has been implemented therefore this is no longer a risk
LDSR04	Community Leadership	Linda Fisher	Negligible	High	Negligible	Very Low		08/03/2007 Community Leadership Policy Statement and Action Plan agreed at Cabinet. Meeting held with Chief Executive, JJ, BL, IS-M on 25/01/07 to discuss approach to outside bodies and partnership working. Work programme agreed with me&DeA for delivery in Feb/Mar 2007.
LDSR05	5.1 Revs and Bens 5.2 Street Scene and Liveability	Linda Fisher	Negligible	Very Low	Negligible	Almost impossible		08/03/2007 Contract completed Revs and benefits / street scene no action required
LDSR06	6.1 new legislation street scene liveability	Linda Fisher	Critical	Very Low	Negligible	Almost impossible		08/03/2007 advice provided
LDSR07	Regeneration of Rawtenstall Town Centre 7.1- 7.3	Linda Fisher	Catastrophic	High	Catastrophic	High		08/03/2007 on going discussions
LDSR08	Elections 8.1- 8.1.6	Linda Fisher	Negligible	High	Negligible	High		08/03/2007 Regular discussions between EO and DSM continue to be held. Monitoring also takes place during One to One process. Elections Plan for 2007 now drafted and will be discussed at the next Core Team meeting.
LDSR09	Equalities 9.1 -9.1.7	Linda Fisher	Marginal	Low	Negligible	Very Low		08/03/2007 Democratic Services have produced Equality Impact Assessments for the Service and their Policies. The Action Plan will be developed from the issues identified

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								in the EIAs.
LDSR10	Performance Management 10.1-10.1.6	Linda Fisher	Marginal	Very Low	Marginal	Very Low		08/03/2007 A Committee Management Timetable is updated and sent to Head of Service each month. A Democratic Services Charter has been introduced to set working standards and in 2007/08 further monitoring arrangements will be introduced. File reviews carried out in legal new IT system purchased. Appraisals and one to ones embedded.
LDSR11	Productive Time 11.1-11.1.3	Linda Fisher	Marginal	Very Low	Marginal	Very Low		08/03/2007 monitored through one to ones
LDSR12	Review of Role of Full Council/Area Forums/Scheme of Delegation/Members Code/Overview and Scrutiny 12.1-12.2	Linda Fisher	Marginal	Very Low	Marginal	Very Low		08/03/2007 The Constitution Working Group has considered a report on modernising the role of Full Council. The next steps will be to take a paper to O&S and Cabinet for consideration. A report is currently with the Senior Management Team on strengthening Area Forums. Once an approach has been agreed this will be submitted to the Cabinet for consideration. The role of Overview and Scrutiny has been reviewed and new arrangements are now in place.
LDSR13	Freedom of Information Act/RIPA13.1- 13.1.2	Linda Fisher	Marginal	Almost impossible	Marginal	Almost impossible		08/03/2007 The MSA processes FOI requests, monitors response times and sends reminders before the deadline dates. A monthly report is submitted to the DSM on total numbers of requests received and any outstanding after the deadline. Outstanding replies are referred to the FOI Officer/DLDSM for further action. Freedom of information Act publication scheme being drafted at the moment. RIPA inspection carried out actions being progressed.
LDSR14	Impact of New Legislation14.1 – 14.3	Linda Fisher	Marginal	Very Low	Marginal	Very Low		08/03/2007 Advised as and when necessary

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LDSR15	New Licensing responsibilities	Linda Fisher	Marginal	Almost impossible	Marginal	Almost impossible		08/03/2007 Advice provided, appeals processed and applications. Policies introduced and EIAs completed.
LDSR16	Customer Satisfaction	Linda Fisher	Critical	Almost impossible	Critical	Almost impossible		08/03/2007 Two surveys completed in Democratic Services two for members and one for members of the public. Web survey also completed. Report being done to management team on surveys and learning points to be auctioned.
LDSR17	Car Parking Review	Linda Fisher	Catastrophic	High	Marginal	Very Low		12/02/2007 Cabinet considered report on car parking. Main recommendation was to introduce disc parking throughout the Borough. Overview and Scrutiny will continue to review.
LDSR18	Asset Management Plan	Linda Fisher	Catastrophic	High	Negligible	Almost impossible		08/03/2007 Asset Management plan agreed January 2007 by Cabinet






Parent Risk Title: **Policy & Change Management**



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PCMR1	BVPI data is unreliable	Lesley Noble			Marginal	Low		08/03/2007 The Council's internal and external auditors have undertaken a 'risk based' review of a sample of the Council's indicators to check

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PCMR2	BVPP does not meet the requirements of the Audit Commission	Lesley Noble	Marginal	Almost impossible	Marginal	Very Low		<p>the reliability and accuracy of the Council's indicators. The PCM service will be issuing further guidance regarding audit trail requirements prior to the annual data quality review that takes place with the responsible officer and HoS prior to reporting the final outturn for 2006/7.</p> <p>08/03/2007 2006/7 BVPP was compliant with all statutory regulations and we will apply the learning &amp; format from this to ensure the 2007/8 BVPP is also compliant</p>
PCMR4	The Council has not sufficiently developed & progressed to achieve a 2 Star CPA rating	Lesley Noble	Catastrophic	Very Low	Catastrophic	Very Low		<p>08/03/2007 The Council has been implementing its corporate plans for improvement since the original CPA in 2004 and this has resulted in considerable improvements to the structures, skills, systems and processes in place within the Council which together with the Council's approach to capacity building is resulting in a wide number of improved outcomes that are resulting in improved satisfaction in the council's services by customers. The Council has recently assessed itself against the indicative criteria for CPA for a 'fair' Council and has demonstrated that it meets and in many instances exceeds this criteria.</p>
PCMR5	The use of Covalent does not become embedded within the organisation over the next 12 months	Lesley Noble	Critical	Very Low	Critical	Very Low		<p>08/03/2007 The use of Covalent is becoming embedded for BVPI's &amp; extending the use of Covalent to monitoring &amp; reporting risks is progressing well. The development work &amp; training for extending Covalent to the monitoring of CIP, Business Plans &amp; Programme Management is complete &amp; HoS (or nominated officers) with the CIP being monitored on a monthly basis through Covalent. The use of Covalent has also been extended to the Council's LSP for monitoring of the Community Strategy</p>





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								Delivery Plan

Parent Risk Title: **Spatial Development**

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SD01	LDF is not completed to specified milestones	Linda Fisher	Catastrophic	Low	Catastrophic	Low		08/03/2007 LDS submitted, core strategy delay due to GONW advice, submission June likely LDS revision required. AAP Rawtenstall nearing completion consultations carried out final consideration being carried out.
SD02	PDG is not secured	Linda Fisher	Critical	Low	Critical	Low		08/03/2007 Funding allocated and managed through contracts for last year. £130,000 secured for 07/08 actions underway to secure further PDG through PARSOL and BVPI compliance.
SD03	Individual targets are not effectively managed	Linda Fisher	Catastrophic	Low	Catastrophic	Very Low		
SD04	Major Planning Applications not processed within timescale	Linda Fisher	Critical	High	Critical	High		08/03/2007 Performance management systems introduced. Determination rate has increased due to improvement plan actions being carried out. Section 106 procedures introduced to assist in meeting performance deadlines.
SD05	Absenteeism known factor associated with low morale. Difficult to maintain and improve absence reductions	Linda Fisher	Critical	Significant	Critical	Significant		

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SD07	when undergoing massive service changes Customer service PI's not embedded across all services	Linda Fisher	Catastrophic	Significant	Catastrophic	Significant		
SD08	Hard to reach groups do not engage	Linda Fisher	Critical	Significant	Critical	Significant		

Parent Risk Title: **Streetscene & Liveability**

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SLR01	LWP cost share is not implemented – recycling targets cannot be met and cost share benefits are not realised	Carole Todd	Marginal	Low	Negligible	Low		05/02/2007 RBC is fully compliant with the regulations from 2006. However there is still the issue of side waste which will be addressed within the coming year.
SLR02	Fail to gain Member approval for Bring facilities / collection points or introduce methods to stop side waste	Carole Todd			Critical	Low		05/02/2007 Failure to introduce policy on collection points and dealing with Side Waste could significantly impact on the revenue from the cost share agreement.
SLR03	Introduce measures to increase recycling and reduce residual waste though trade Agreements	Carole Todd	Critical	Significant	Critical	Low		05/02/2007 New legislation applicable in April & October 2007. Committee report Feb 2007, action plan to implement trade waste recycling.
SLR04	Short/medium/long term strategy for Parks	Carole Todd	Critical	Significant	Critical	Very Low		05/02/2007 1st Draft of Play Strategy in now available



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SLR05	& Open Spaces is not developed – access to external funding is not realised  Establishment of Client Services Business Support Section fails to happen - policies cannot be introduced for continual service improvement	Carole Todd	Marginal	Low	Critical	Almost impossible		for consultation.  05/02/2007 Client Services team completed - no longer a risk.
SLR06	Failure to continue development of IT systems for refuse/recycling	Carole Todd	Marginal	Low	Marginal	Low		05/02/2007 Part 1 implemented. Awaiting stage 2.
SLR07	Service Improvement plans not implemented	Carole Todd	Critical	Significant	Critical	Very Low		05/02/2007 Service improvement plans implemented - on going changes will continue.
SLR08	Failure to secure permanent funding for Town Centre Caretakers and Improved Street Cleansing	Carole Todd	Critical	High	Critical	Almost impossible		05/02/2007 JD/PS undertaken - advertising for staff pending.
SLR09	Failure to progress Partnership procurement – council cannot secure long term plans for front line services	Carole Todd	Critical	Significant	Critical	Significant		05/02/2007 Timescales have been adjusted - procurement will not take place until Dec 2007.
SLR10	No partner identified for anticipated future procurement – savings and efficiencies are not achieved	Carole Todd	Critical	Significant	Critical	Significant		05/02/2007 Timescales have been adjusted - procurement will not take place until Dec 2007.
SLR11	Waste Recycling Facility isn't/can't be built. No improvements to depot, efficiencies around	Carole Todd	Critical	Very High	Critical	Very High		05/02/2007 Feasibility study undertaken, options appraisal completed, decision will be taken by members









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	vehicle use won't be realised							imminently
SLR12	Failure to deliver the strategic objectives set out within the C & D Strategy	Carole Todd	Marginal	Low	Marginal	Almost impossible		05/02/2007 We have achieved our 3 year target within the first year.
SLR13	Failure to develop partnerships and work with LSP, PCT, HSE, FSA and community groups	Carole Todd	Marginal	Low	Marginal	Very Low		05/02/2007 Ongoing -
SLR14	Partners for Pest Control services are not identified – fail to deliver the service at peak times	Carole Todd	Marginal	Low	Marginal	Almost impossible		05/02/2007 Partnership working with Bury & Rochdale Council.
SLR15	Failure to implement internal recycling, green procurement and energy conservation – RBC fails to follow recommendations in BV Inspection report	Carole Todd	Critical	Low	Marginal	Very Low		05/02/2007 Internal policy implemented - improvements to be achieved are on going.
SLR16	Failure to Introduce programme for enforcement of s215 Planning	Carole Todd	Marginal	Low	Marginal	Almost impossible		05/02/2007 Consultants appointed - first phase of section 215 enforcement is underway.
SLR17	Failure to develop and deliver a programme of environmental enhancements within Elevate based programme	Carole Todd	Marginal	Significant	Marginal	Very Low		05/02/2007 First phase of environment improvements underway - NEAT managers in place.
SLR18	Failure to Implement Good Neighbourhood Scheme	Carole Todd	Negligible	Very Low	Negligible	Very Low		
SLR19	Operational Hit Teams do not materialise –	Carole Todd	Critical	Low	Critical	Almost impossible		05/02/2007 Hit Team is now in place

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SLR20	unable to action problems in shorter timescales  Enforcement is not carried out in NEAT's – fragmented approach to delivering waste and associated services	Carole Todd	Critical	Low	Critical	Almost impossible		05/02/2007 NEAT officers are regularly using enforcement powers.
SLR21	No development of education and enforcement practices – attitudes to environmental issues do not change	Carole Todd	Marginal	Low	Marginal	Very Low		05/02/2007 development of education and enforcement practices to change attitudes
SLR22	Failure to identify procurement practices across the service – resulting in budget savings not realised inefficiencies continue	Carole Todd			Critical	Almost impossible		05/02/2007 Procurement of new vehicles and partnership for Pest control. Client services team are responsible for procurement for SS&L.
SLR23	Managers not trained in financial management	Carole Todd	Critical	Significant	Critical	Almost impossible		05/02/2007 Training undertaken. Managers now responsible for their budgets.
SLR24	Resources are not targeted to fit priorities	Carole Todd	Critical	Low	Critical	Almost impossible		05/02/2007 Restricted to take account of priorities and vacancies are filled / financial priorities identified and budget allocated
SLR25	Failure to review admin support resulting in budget savings not realised inefficiencies continue	Carole Todd	Critical	Low	Critical	Almost impossible		05/02/2007 Client services and Henrietta street support staff reviewed. Various posts created / deleted to fit priorities.
SLR26	Sickness absence procedure is not adhered to resulting in continued levels of absence	Carole Todd	Critical	Significant	Critical	Very Low		05/02/2007 Sickness absence levels have fallen dramatically. New procedures have been implemented.









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SLR27	Failure to implement performance management and personal development plans for all staff	Carole Todd	Catastrophic	Low	Catastrophic	Very Low		05/02/2007 Regular PDR's undertaken - annual appraisals carried out.
SLR28	Individual targets are not effectively managed	Carole Todd	Catastrophic	Low	Marginal	Almost impossible		05/02/2007 Regular PDR's undertaken - annual appraisals carried out.
SLR29	Customer service PI's not embedded across all services	Carole Todd	Catastrophic	Significant	Critical	Very Low		05/02/2007 Translated through regular PDR's and annual appraisals carried out.
SLR30	Failure of the implementation of the Contact Centre and of call recording and response monitoring procedures to fulfil the business need.	Carole Todd	Marginal	Very Low	Marginal	Very Low		
SLR31	Failure to Increase Community Engagement through NEAT Officers attending local Community Forums, business Forums, PACT meetings and developing links with all community based organisations. Ward meetings etc	Carole Todd	Marginal	Very Low	Marginal	Almost impossible		05/02/2007 NEAT teams regularly attend community meetings
SLR32	Failure of One Stop Shop to improve overall customers service	Carole Todd	Marginal	Very Low	Marginal	Very Low		
SLR33	Hard to reach groups do not engage	Carole Todd	Critical	Significant	Critical	Very Low		05/02/2007 The creation of the NEAT teams and attendance at all community meetings.

Parent Risk Title: **Strategic Risks**

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Risk Code	Risk Title	Head of Service	Original Impact Description	Original Likelihood Description	Current Impact Description	Current Likelihood Description	Traffic Light Graphic	Notes
SR01	New CPA inspection model impacts on '2 star' target	Carolyn Wilkins	Catastrophic	Very High	Negligible	Almost impossible		09/03/2007 Model / Methodology agreed with no significant impact
SR02	Customer service P.I.'s not embedded across all services	Andrew Buckle	Critical	Very High	Critical	Low		09/03/2007 Customer Service Standards common across the authority
SR03	Council fails to find and manage, appropriately, a Revenues and Benefits strategic partner.	Andrew Buckle	Catastrophic	High	Marginal	Very Low		09/03/2007 Partnership with Capita now in place as from 1/10/06
SR04	Customer satisfaction levels do not increase	Andrew Buckle	Catastrophic	High	Critical	Significant		09/03/2007 Customer satisfaction now at 37% (from 27%)
SR05	Council does not adhere to the key assumptions of the Medium Term Financial Strategy	George Graham	Catastrophic	High	Critical	Low		09/03/2007 2007/08 budget set in line with the MTFS assumptions. MTFS updated (Feb 07)
SR06	Council fails to deliver its improvement agenda	Carolyn Wilkins	Catastrophic	High	Catastrophic	Significant		09/03/2007 CPA Self assessment completed evidencing the areas of improvement
SR07	Local Government White Paper distracts from improvement agenda and corporate priorities.	Carolyn Wilkins	Catastrophic	High	Critical	Low		09/03/2007 No significant evidence of any adverse impact on the improvement agenda
SR08	Falling attendance impacts adversely on the financial performance of RLT	Hlona Snow-Miller	Catastrophic	High	Critical	Low		09/03/2007 Attendance has increased. Plans in place to improve financial performance through investment into Haslingden Sports Centre


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SR09	Sale of assets are not realised therefore the Council does not secure capital receipts to fund its accommodation activity	Linda Fisher	Critical	High	Critical	Significant		09/03/2007 MTFS / Capital Programme indicate surplus receipts available. Emphasis still require on disposal of assets that do not support Corporate Priorities.
SR10	Bus station is not a viable project	Jon Sharples	Critical	High	Critical	High		09/03/2007 Discussions and negotiations are on going with the County Council and Rossendale Transport Limited for the relocation of the bus depot to an alternative site which as been identified elsewhere to be followed by redevelopment of the current bus station and depot site as a new bus interchange. Sufficient funding as not yet been identified to meet the cost of the scheme. Scheme design is progressing and it is hoped that a planning application for the bus interchange can be submitted later this year
SR11	Decline in industrial Relations and Staff Morale	Liz Murphy	Critical	High	Marginal	Low		09/03/2007 Latest staff survey indicates 72% of staff feel valued.
SR12	The Council is dependent on the establishment of: OSS/shared contact centre/R&B partnership to embed a customer centric ethos	Andrew Buckle	Critical	High	Marginal	Very Low		09/03/2007 All delivered under partnership arrangements with Capita
SR13	The Rebuild of Whitworth Civic Hall Project overspent	Phil Seddon	Critical	High	Negligible	Almost impossible		09/03/2007 Civic Hall opened Oct 06 on budget
SR14	Performance Management is not embedded in the organisation	Liz Murphy; Lesley Noble	Critical	High	Critical	Very Low		08/03/2007 Monthly & more comprehensive quarterly 'RAG' reports which monitor the Council's performance against: The Council's Corporate Improvement Plan and BVPI performance are monitored and challenged by the Council's Programme Board, Cabinet and O&S - Performance. Action plans

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SR15	Staff absence does not decrease	Liz Murphy	Critical	High	Critical	Low		produced for BVPI's not achieving targets. The performance against the Council's Business Plans is monitored by the HoS, Directors and the relevant Portfolio Holders. Reports detailing partner performance are also scrutinised by the Cabinet.  09/03/2007 Targets on track. Currently 6.7 days
SR16	Recruitment and retention of key staff and skills	Liz Murphy	Critical	High	Critical	Low		09/03/2007 Capacity building model assisting RBC. Some national pressures in specialised fields (Planning, Environmental Health)
SR17	Strategic Partnership for Street Scene & Liveability fails business case	Carole Todd	Critical	High	Negligible	High		09/03/2007 Alternative methods of service improvement being investigated and implemented (capital investment, digital analysis of rounds, etc)
SR18	Waste transfer station arrangements are not developed for Rossendale	Carole Todd	Critical	High	Critical	Significant		09/03/2007 Business case currently being developed for Member consideration
SR19	Fails to improve in major planning applications & fails to maintain as planning standards authority	Carolyn Wilkins			Critical	Significant		09/03/2007 Major Planning applications improved to 60% in time, backlog being reduced. Planning Standards Authority not secured
SR20	Failure to deliver projects in a corporate context and framework	Carolyn Wilkins	Critical	High	Critical	Low		12/03/2007 Project management arrangements particularly use of Programme Board, ensure that corporate context and framework is adhered to
SR21	Failure to Increase Community Engagement through NEAT officers	Carole Todd			Negligible	High		12/03/2007 Increased number of NEAT officers. Regular attendance at all community meetings.
SR22	Valley Centre Project does not go ahead	Jon Sharples	Catastrophic	Significant	Catastrophic	Low		02/03/2007 Consultation on planning application for the Valley Centre commenced.

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SR23	The Council has not sufficiently developed & progressed to achieve a '2 Star' CPA rating	Lesley Noble	Catastrophic	Significant	Catastrophic	Low		08/03/2007 The on-going implementation of the Council's improvement plans & approach to capacity building have resulted in considerable improvements in the structures, systems, processes and skills in place within the Council and are resulting in improved outcomes that can be both seen and experienced by our customers. The Council have recently completed a self-assessment that demonstrates how it currently meets and in several instances exceeds the indicative criteria expected of a 'fair' Council under the CPA inspection regime.
SR24	The Council is not able to work within the financial resources as set out in the 06/07 Budget	Phil Seddon	Catastrophic	Significant	Critical	Low		12/03/2007 Latest monitoring forecasts marginally within budget
SR25	Technical problems incurred in the integration of various ICT systems	Andrew Buckle	Catastrophic	Significant	Critical	Very Low		12/03/2007 ICT strategy developed and capital / revenue resources identified
SR26	The council is not able to evidence a robust Statement of Internal Control	Carolyn Wilkins	Catastrophic	Significant	Critical	Low		12/03/2007 The Council continues to show increased maturity in this area (Service assurance statements, constitution, CIPFA finance model, )
SR27	Failure on one stop shop/Contact Centre or call recording and response monitoring procedures	Carole Todd	Catastrophic	Significant	Critical	Very Low		12/03/2007 Procedures firmly in place to monitor customer communications
SR28	Local Development Framework: - is not delivered according to the target milestones	Helen Lockwood	Critical	Significant	Critical	Very Low		12/03/2007 LDF on track to the agreed milestones



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SR29	Job Evaluation: - preferred method GLEA meets staff and Trade Union resistance	George Graham; Liz Murphy	Critical	Significant	Critical	Almost impossible		12/03/2007 GLEA agreed and JE process now underway to agreed timescales
SR30	The partnership agreement between Rossendale Leisure Trust and the Council fails to deliver the agreed outputs.	Iiona Snow-Miller	Critical	Significant	Marginal	Very Low		12/03/2007 Partnership outputs are on track. New PI's being developed for the future
SR31	Loss of focus on priorities and relevant decisions not being taken in a timely manner	Carolyn Wilkins	Critical	Significant	Critical	Very Low		12/03/2007 Clear evidence contrary to this.
SR32	Funding reduction within HMR, due to changes in priorities, does not cover project costs.	Helen Lockwood	Critical	Significant	Critical	Low		12/03/2007 Funding secured for 06/07 and 07/08
SR33	Failure to reduce and minimise waste collection	Carole Todd	Critical	Significant	Critical	Low		12/03/2007 Waste Collection performance increasing.
SR34	Introduce measures to increase recycling and reduce residual waste through trade Agreements	Carole Todd			Critical	Low		12/03/2007 Feb 07 Cttee report and action plan. New legislation April & Oct 2007.
SR35	Strategy for Parks & Open Spaces is not developed – access to external funding is not realised	Carole Todd	Critical	Significant	Critical	Low		12/03/2007 Draft 1 now out for public consultation
SR36	Investors In People (IIP) is not achieved by the Council as a whole across all areas of service.	Liz Murphy	Marginal	Significant	Marginal	Low		12/03/2007 IIP commences 19th March

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SR37	Strategic Housing Inspection	Jon Sharples	Catastrophic	Very High	Critical	Almost impossible		12/03/2007 Inspection concluded "fair" with prospects for "good"