

The Strategic Risk Management log for 2005/06 (Last discussed at COMT 6 June 2005).

	<b>Identified Strategic Risks – 2005/06</b>  (Note: It is assumed any of the listed risks would have a significant impact if it occurred. That said they represent potential risks. The measure of likelihood represents the view of the risk occurring because of the nature of the risk itself and current environmental factors i.e. some things are inherently risky.	<b>Likelihood (4 = high)</b>	<b>Lead Coordinating Officer on behalf of COMT</b>
1	<b>Failure to recruit and retain key staff in particular areas.</b>	3	Andrew Ogden
2	<b>Capacity overload, in terms of necessary change initiatives, falling on a relatively small number of key staff across the Council but also impact on the maintenance of existing core deliverables (e.g. LAA, RP&amp;R, CBOSS, Children’s Agenda, ASC etc).</b>	4	Andrew Ogden
3	<b>Failure to maintain both the morale and improving motivation, of all staff, but also addressing key cultural barriers to Council-wide improvement.</b>	2	Cheryl Miller
4	<b>Failure to meet the challenge of reconciling and sustaining the all round improvement agenda and policy priorities with the future resource outlook and short term capping threat – and ensuring the maximum contribution from the efficiency agenda.</b>	4	Sean Nolan
5	<b>Failure to maintain effective and robust resource management – including issues arising out of disaggregation/new departmental structures.</b>	2	Sean Nolan
6	<b>Failure to avoid the almost generically risky and volatile budget areas (e.g. Social Services, special needs, home to school transport etc.) dominating, in financial terms, other service priorities</b>	4	Sean Nolan
7	<b>Failure to achieve a general ‘steady state’ and successful ‘schools’ successful replacement core back office systems solution.</b>	2	Sean Nolan

8	<b>Reputational damage to the Council's sense of confidence and motivation from:</b> <ul style="list-style-type: none"> <li>• Failure to manage, effectively, communication of controversial areas.</li> <li>• Single major avoidable incident/failure</li> <li>• External assessments (e.g. CPA, CSCI)</li> <li>• Residents "sense" and "feel" improvements</li> <li>• Avoidable service mistakes</li> </ul>	2 1 2  2 2	Becky Shaw Cheryl Miller Cheryl Miller  Becky Shaw Cheryl Miller
9	<b>Failure to handle, successfully, the increasingly complex partnership agenda (e.g. LAA)</b>	3	Becky Shaw
10	<b>Failure to achieve expected standards in key service areas or deterioration in high performing areas</b>	2	Andrew Ogden
11	<b>Failure to Manage massive organisation changes (e.g. Children's, Adult Social Care)</b>	2	Andrew Ogden
12	<b>Failure to be truly customer focussed (including access and local presence)</b>	3	Sean Nolan
13.	<b>Failure to work effectively at locality level.</b>	3	Becky Shaw
14	<b>Failure to secure coherent "Age Well" PFI or PPP Scheme (ASC)</b>	3	Keith Hinkley
15	<b>The risk of the current significant overspend in the local health economy resulting in cost shunting and other risks for Adult Social Care (ASC)</b>	4	Keith Hinkley
16	<b>Risks to service continuity for ASC from the disaggregation of social services into new departments (ASC).</b>	3	Keith Hinkley
17	<b>Risk from managing significant budget savings against a backdrop of rising demand.</b>	4	Keith Hinkley
18	<b>Failure to achieve a coherent approach to Delayed Discharges and the necessary partnership working (ASC).</b>	4	Keith Hinkley
19	<b>Failure to secure a successful post 16 Review – regardless of the decision.</b>	3	Denise Stokoe
20	<b>Failure to ensure 'owned' governance arrangements, and 'owned' children and young people plans, for the developing Children's Trust.</b>	3	Denise Stokoe (Matt Dunkley)

21	<b>Impact on PCT engagement, with core council policies, from their possible reorganisation.</b>	4	Denise Stokoe/Keith Hinkley
22	<b>Failure to properly establish new Children's Department and ensure an appropriate balance between 'twin pillars' and change agenda.</b>	3	Denise Stokoe (Matt Dunkley)
23	<b>Disruption of support and other services from the establishment of a new Children's Department.</b>	3	Denise Stokoe (Matt Dunkley)
24	<b>Coherence of developing Youth Services and Connexions agenda.</b>	3	Denise Stokoe (Matt Dunkley)
25	<b>Risk of completing and contradictory school improvement leadership from "School Improvement Partners".</b>	4	Denise Stokoe (Matt Dunkley)
26	<b>Failure on major school build and design issues (e.g. Rye and Tideway).</b>	2	Denise Stokoe (Matt Dunkley)
27	<b>Failure to deliver, within the resource and time constraints, the Children's Centre build programme.</b>	4	Denise Stokoe (Matt Dunkley)
28	<b>Failure to secure government funding for the refurbishment of Lansdowne Secure Unit.</b>	4	Denise Stokoe (Matt Dunkley)
29	<b>Waste – failure by the contractor to deliver necessary planning applications.</b>	4	Bob Wilkins
30	<b>Negative impact of the Landfill Allowance Trading Scheme (Waste)</b>	4	Bob Wilkins
31	<b>Failure in Key Waste delivery plans and milestones.</b>	4	Bob Wilkins
32	<b>Failure to secure the Bexhill/Hastings link road scheme with proper funding.</b>	4	Bob Wilkins
33	<b>Failure to secure an effective scheme for the Southeram/Beddingham A27.</b>	3	Bob Wilkins
34	<b>Failure to ensure smooth and effective handover arrangements to the new Highways Contractor.</b>	2	Bob Wilkins

35	<b>Failure to ensure adequate records storage capacity when current capacity is used up within 2 years.</b>	4	Andrew Ogden
36	<b>Failure to work effectively, internally or with partners, to manage the full range of travellers issues.</b>	3	Becky Shaw
37	<b>Failure of the Hastings and Bexhill Taxforce to ensure a coherent outcome for the area objectives and remain within legal constraints.</b>	3	Cheryl Miller